

**ASSESSMENT OF STRATEGIC CHANGE MANAGEMENT PRACTICES ON
SERVICE DELIVERY AT MERU HIGH COURT, KENYA.**

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MAY 2024

DECLARATION AND APPROVAL

Student's Declaration

This research project is my original work, and it has never been submitted for a degree or award at any other school or university.

Signature:



Date: ___020/05/2024_____

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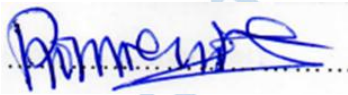
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Supervisor's Approval

I confirm that the candidate work presented in this research project has been conducted under my supervision

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ABSTRACT

Despite numerous reforms, the Judiciary of Kenya has seen a rise in complaints about its service delivery. Common issues include slow service, missing files, corruption, delayed rulings, and delayed orders. This increase in complaints is surprising given the efforts to improve the judiciary's service delivery. Consequently, it is important to examine the change management strategies within the Judiciary and how they impact service delivery. This area has rarely been studied, leading to a lack of understanding in the existing literature about the effects of change management on service delivery in Kenya's Judiciary. This study aimed to fill that gap by focusing on the Meru High Court. The study aimed to examine the impact of planning strategy, communication strategy, leadership strategy, and stakeholder engagement strategy on service delivery at the Meru High Court, with a target population of 86 respondents. The research was guided by Kotter's Eight Step Change Model and the SERVQUAL model. A descriptive survey design was employed. Before collecting the main data, a pilot test with 9 respondents was conducted at the Chuka Law Courts to assess the questionnaire's reliability and validity. Data analysis involved descriptive statistics such as frequency distribution, percentages, mean, and SD, along with regression and correlation analyses. The findings showed that a plan is created prior to implementing any changes. Respondents confirmed that the information provided by the Judiciary regarding changes is both reliable and pertinent. They also noted that the top leadership in the Judiciary is consistently dedicated to ensuring the success of any changes. Additionally, respondents agreed that stakeholder engagement is sufficient during the implementation of changes in the Judiciary. The research concluded that while planning and communication strategies in change management have a significant positive impact on service delivery, leadership strategy and stakeholder engagement strategy have a less significant effect. One recommendation from the study is for the government, through the Treasury, to increase the Judiciary's budget in the national allocations. This would ensure that the Judiciary has sufficient funds to implement necessary changes. The research is significant as it helps the Judiciary understand how change management strategies affect service delivery. Additionally, other branches of government and constitutional offices can gain insights into managing strategic changes, which is crucial as government reforms continue across various sectors to improve service delivery to the public.

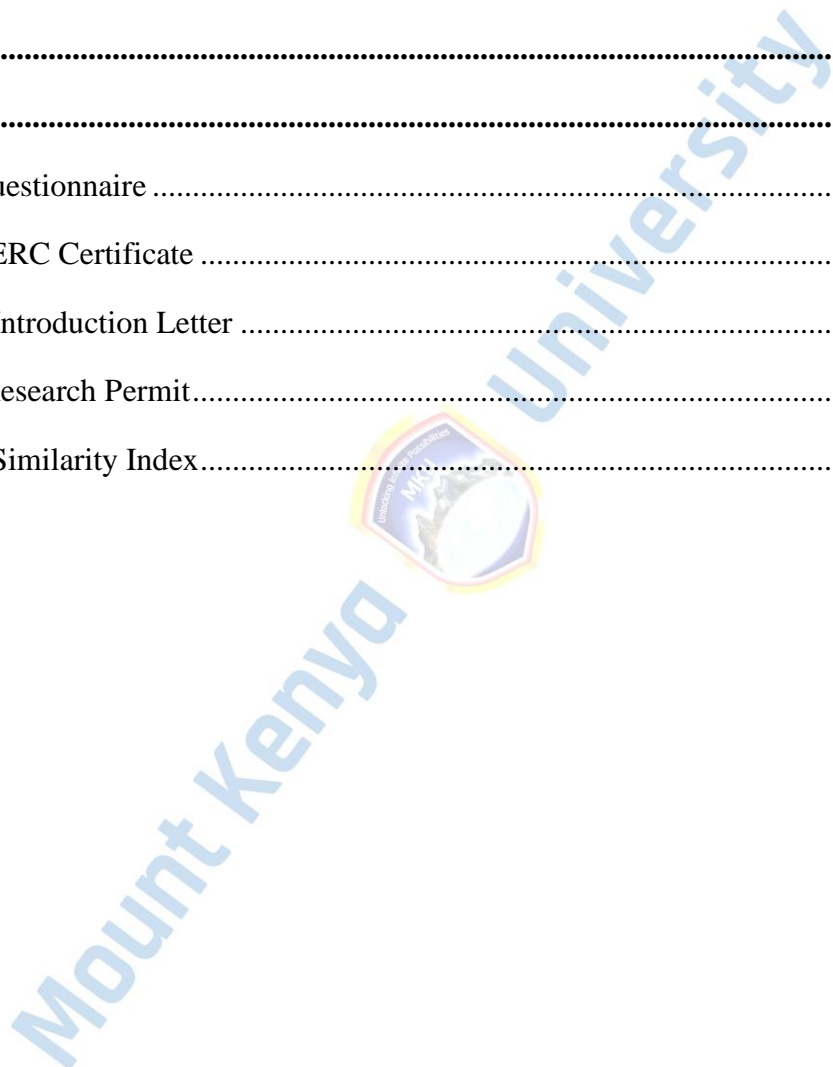
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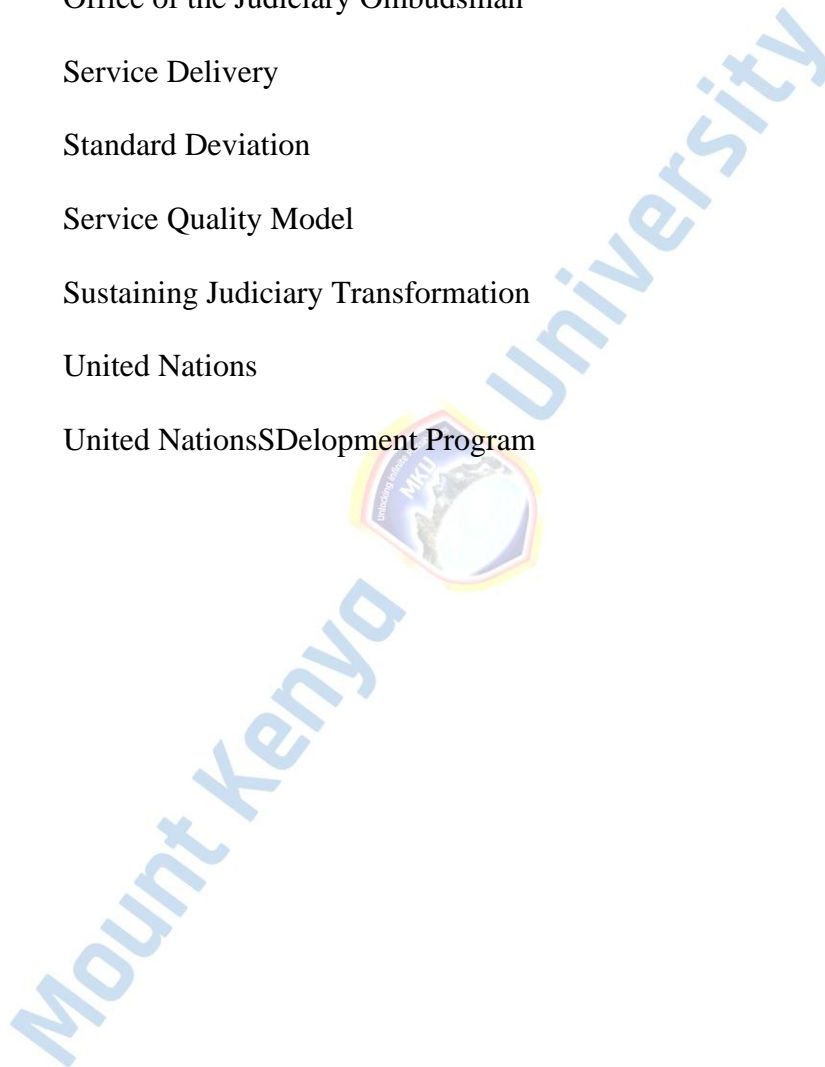
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LIST OF ABBREVIATIONS AND ACRONYMS

ANOVA	Analysis of Variance
JTF	Judiciary Transformation Framework
KACE	Kenya Advanced Certificate of Education
OJO	Office of the Judiciary Ombudsman
SD	Service Delivery
SD	Standard Deviation
SERVQUAL	Service Quality Model
SJT	Sustaining Judiciary Transformation
UN	United Nations
UNDP	United NationsSDelopment Program



CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The core responsibility of any government is provision of quality public services and goods to its citizens. As a result, all government agencies, companies, and other state groups were responsible for making sure that citizens had access to the public goods and services they needed to live a healthy life (Ramakrishnan, 2013). (2011) Ramakrishnan (2013). In order to improve service delivery, governments around the world were able to adjust to a wide range of changes caused by things like environmental disasters and financial problems (Peters, 2019). But good service performance in any institution depends a lot on how well strategy change was managed. Making people aware of the need for change, planning it correctly, putting it into action, and integrating it were all parts of change management. Organizations were always looking for ways to improve service delivery, so they used learning, experimenting, and communication to keep growing.

A change management strategy spelt out the course of action to adopt to cushion the organization from the detrimental effects of change thereby ensuring the business was a going concern. Patson and McCalman (2018) elucidated that a viable change management strategy should determine when a change was needed and how to accredit changes. In addition, an operable change management strategy demonstrated clearly how to effect the changes. Finally, a feasible change management strategy was able to keep track of the changes to ensure they had brought out the contemplated effect (By, 2011).

In industrialized nations like Britain and New Zealand during the last ten years, enhancing public service delivery had taken center stage (Jooste, 2008). As a result, firms were embracing strategic

management as a tool to reinvent themselves in order to achieve efficiency and effectiveness. Organizations needed to improve their service delivery by using current or future possibilities and addressing market challenges, which led to strategic transformation (Woodcock, 2017). In order to overcome the difficulties brought on by the changes they made, businesses that were committed to improving their service delivery must plan and carry out the necessary change programs that simplified their service delivery, according to Riposo et al. (2013).

Jooste (2008) says that SDeloping countries, especially those in Asia, South America, and Africa, have been trying to make their public sector groups better at what they do. They had therefore started adopting adjustments in their public sector institutions. Jerono (2016) observed that several adjustments had been made in Kenya's public sector in an effort to offer services effectively and efficiently. These improvements included staff rationalization, institutionalizing result-based management, and structural adjustment programs.

Gafar (2017) said that service delivery in public institutions had been failing, especially in most African countries that got their freedom after a long period of colonialism. This was true even though many changes had been made to different public institutions to improve service delivery. Thus, it was important to examine these institutions' change management techniques. In light of this, the overarching issue driving this research is: What change management methods were being used in implementing the reforms in the various Kenyan institutions, and how did they affect service delivery? This was what the research, which focused on the judiciary in Meru County, aimed to investigate.

1.1.1 Service Delivery

Delivering services to the target receiver as efficiently and fast as feasible. Service referred to positioning that satisfied public demands while delivery was the occasional presentation of a

service (Davis, 2014). (Davis, 2014). A method or organization for routinely meeting public needs was known as public service delivery. According to Tembo et al. (2020), the provision of efficient and effective services should be prioritized in the delivery of services, and it required some level of excellence on the part of the organization. The use of one-stop shopping improved public service delivery since it entailed contact between providers and customers (Kuldosheva, 2021). Understanding the factors that influence residents' happiness, experiences, and expectations was crucial to ensuring high-quality service delivery (World Bank, 2018).

Justice was the service provided to the general people in the framework of the judiciary. Justice, as a public service, had both good and bad characteristics, according to Hladunova (2021), depending on how each user interpreted their own experiences and the information they got from various sources about the judiciary. Also, expectations were different because there were many people involved with different goals, such as claimants, defendants, victims, witnesses, and lawyers (Desta, 2019). Desta (2019) told judiciaries that they should make sure they supported informal, flexible ways for users or customers to voice complaints or ideas about how the staff or system was working. For the government, it was more about buyer freedom than service taste (Tamrakar, 2010). This showed how important it is for court service delivery to be in line with customer happiness by meeting their real needs. So, the quality of the legal services was used to judge the service performance in this study. This meant that service delivery was judged by how many cases were cleared from the backlog, how quickly rulings and orders were given, how reliable those rulings and orders were, and how many complaints the public made about the judiciary staff and its services.

1.1.2 Change Management Strategies

Management of change, according to Woodcock (2017), involved going from the current state of affairs to an improved future state by following a predetermined sequence that began with recognising the need for change, continuing with the identification of obstacles to overcome, putting the change into action, and finally, assessing its success. In order to ensure that resources, procedures, and activities leading up to the acceptance and implementation of change were managed smoothly and effectively, change management methods included a number of mechanisms to inform personnel, teams, and systems (Kurgat, 2019). The definition of change is the movement from one state to another. According to Armstrong (2009), any change to procedures, leadership, organizational frameworks, personnel, or related tasks was taken into account. According to Burnes (2004), a company's strategy was defined as its plan of action for reaching its long-term objective. John (2015) argues that the dynamics of organizational transformation were unique, and that rapid, frequent change had become the norm.

According to Wiggins (2009), managing change was a core component of most companies. Hence, companies developed strategies that led them through the change management process in order to manage change as it occurred. Frameworks for managing change in areas such as creative processes, organizational structure, and organizational culture are all part of change (Rouse, 2006). See Rouse (2006). There may not have been a magic formula, but there are several considerations that companies should explore when planning their change management approach. They included the strategies for change planning, leadership, communication, and stakeholder involvement.

Planning strategy comprised the articulation of the goals of the change and the method that was realized. Because of this, it was crucial for the company's executives to be well-informed on the internal and external factors influencing the company's present and future (Mason, Talya & Berrin,

2012). This, say Kharroub and Mansour (2019), included drawing up plans for the perfect future and deciding how the organization would react and adapt to its ever-changing surroundings. In order to increase and enhance the service quality, it was necessary to make wise decisions, such as how to use the limited resources (Salkić, 2014).

The dedication of senior leadership to easing the transition was the leadership approach. execution. It comprised the leader using his or her expertise and abilities to assemble the staff, inspire them, and develop their capacities along a chosen path that was pertinent to the accomplishment of the organization's aim and goals (Jackson & Parry, 2008). There were several leadership philosophies, but the leader must identify the one that should help them meet the challenges of the transition process and accomplish their objectives (Mansaray, 2019).

The numerous groups who were touched by the change must take part in the engagement plan for stakeholders. This was particularly true given that the company must deal with the demands of a wide range of parties, including: customers, employees, the general public, and public interest organizations like environmental management groups (Yilmaz & Gunel, 2008). Accordingly, the major goal of the stakeholders' engagement strategy was to single out the most influential people inside and outside the organization, as well as those directly affected by the change, and then include them in different parts of the change process according to the ways in which the change influenced them and the helpful feedback they could give (Terer, Mwangi & Gichuhi, 2019).

The numerous methods that the various parties involved to communicate information regarding change was referred to as communication strategy. The key to lowering resistance to the organizational change was frequent and pertinent communication. It must be trustworthy to avoid being tainted by rumors that exaggerate the negative effects of the change. In order for different stakeholders to fully comprehend the ramifications of the change, there should be an open flow of

information that was both continuous and multidirectional. Otherwise, workers' feedback was not taken and as well as the public will but there would have not been much unhappiness if there was good communication (Hasanaj & Manxhari, 2017).

1.1.3 The Judiciary in Kenya

According to Kenya's 2010 Constitution, Chapter 10, Article 159, the Judiciary was a branch of the government. The Kenyan judicial system was set up in the Constitution as an independent custodian of justice with the responsibility of administering justice in accordance with the Constitution and other laws. Its original goal was to support the ideal rule of law by settling disagreements in a way that was fair and protected everyone's rights and freedoms. The Supreme Judicial, the Court of Appeal, the High Court, the Employment and Labor Relations Court and the Environment and Land Court are all parts of the Justice System. Other courts in the system are Magistrates' Courts, Kadhis Courts, and tribunals (Constitution of Kenya, 2010).

Since 2011, the court has gone through big changes. The goal was to better serve the public by getting rid of graft and case backlogs and fixing the shortcomings that made it challenging for people to get justice. From 2012 to 2016, the JTF was put into effect, which included changes such as people-centered justice delivery, changing leadership, organizational culture, and skilled and inspired staff. Part of the plan was to make it easier for justice to be done with technology (UNDP, 2016). The plan, Sustaining Judiciary Transformation: A Service Delivery Agenda (SJT) 2017–2021, was used to guide the most recent changes. The five main goals of the SJT were to improve service delivery through better availability of justice, case backlog clearing, fighting graft and maintaining ethics, a digital strategy for the judiciary, and strong institutional leadership and governance. (The Courts of Kenya, 2019).

1.2 Purpose of the study

The aim of this study was to find out how strategic change management affected the provision of services in the Meru high court.

1.3 Statement of the Problem

Even though the judiciary had gone through a lot of changes over the last ten years as part of different reform plans, like the judiciary transformation framework from 2012 to 2016 and the judiciary transformation service delivery agenda from 2017 to 2021, service delivery was still not clear. Even though things were getting better, complaints about how the court was doing its job were on the rise, which showed this. To give you an example, in the fiscal year 2017/2018, 3,515 people told the OJO that they were unhappy with the way the Judiciary was providing services. This was 16.9% more than the 3,005 reports that were made in 2016–2017. The most frequent concerns were about slow service, missing data, graft, and judgments and orders that were late (The Judiciary of Kenya, 2019). The changes that were made didn't seem to make service better, which made people question how the Judiciary managed change. What kinds of strategy change management were being used in the courts, and how did they change the way services were given? In 2013, Kurgat and Ombui wanted to look into a number of factors that affected the Kenyan judiciary's ability to provide services. However, they didn't look into how the judiciary's strategy change management practices affected service delivery. The Kimutai (2017) examined the effects of change management strategies on organizational performance with a particular emphasis on Kenyan public institutions. Because the change management techniques employed may not always be the same, the outcomes cannot be applied to the judiciary. Wangui (2017) assessed factors that affected the efficiency of Kenya's legal system. Unlike the prior research, which solely utilized secondary data using a desktop research technique, the current study incorporated primary data.

Based on a review of previous research, it was determined that there was not enough clarity in the literature to explain how strategic change management affected service delivery, especially at Meru High Court, which was the focus of this study.

1.4 Objectives of the study

The following objectives underpinned the study;

- i. To assess the influence of planning strategy on service delivery in Meru high court.
- ii. To determine the influence of communication strategy on service delivery in Meru high court.
- iii. To establish the influence of leadership strategy on service delivery in Meru high court.
- iv. To examine the influence of stakeholders' engagement on service delivery in Meru high court.

1.5 Research Questions

- i. What influence did planning strategy have on service delivery in Meru high court?
- ii. What influence did communication strategy have on service delivery in Meru high court?
- iii. How did leadership strategy influence service delivery in Meru high court?
- iv. What influence did stakeholders' engagement have on service delivery in Meru high court?

1.6 Significance of the Study

The Kenyan Judiciary learnt important lessons on how to manage strategic changes and how to cope with obstacles on change management focused on service delivery. The study supplemented existing knowledge on factors affecting the effectiveness of the judicial system in Kenya. The findings improved the institution's and its stakeholders' understanding of the dynamics of change management and service delivery to a significant extent. The other branches of government and

the other constitutional offices acquired insights into managing strategic change, which was occurring in the majority of these offices and institutions, which enhanced service delivery to its customers.

Scholars and researchers can also utilize the data from the study to do more research in the changing subject of change management. As a result, the study serves as a crucial catalyst for research into change management and methods for resolving problems with service delivery.. The study's findings provided a framework for assessing how change management plans were developed with service delivery in mind. By enabling people to comprehend the judiciary's role more fully while managing change to provide services to litigants, this study was also helpful to development partners.

1.7 Scope of the Study

This study looked at how strategic change management affected the judiciary's service delivery. The study specifically assessed the effects of planning, communication, leadership, and stakeholder engagement strategies on Meru High Court's service delivery. During the five years between 2017 and 2022, the study was limited to the topics of service delivery and change management strategies. The study involved representatives from the directorate of planning, the registrar, deputy registrars, court administrators, and the customer service center of the Meru High Court in Meru County.

1.8 Study Limitations

The key constraints predicted in this research were respondents' restricted sharing of information and certain top-level management's inaccessibility and unavailability. In order to get around these restrictions, the researcher scheduled a meeting with senior management and ensured the

participants that their information would be kept private. Due to the nature of their professions and busy schedules, part of the survey's target group, which included senior judiciary management, may not have had enough time to complete the questionnaire or may do so in a hurry.. The researcher attempted to overcome this by extending the deadline for returning the questionnaire by three days and by following up with the respondents in an effort to persuade them to finish it. Even with promises of confidentiality, some respondents could provide false information because they fear becoming victims. This was lessened by explaining to the respondents the research and persuading them that it was only used for academic purposes, so they had nothing to worry from being honest in their comments. To maintain their anonymity, individuals were not forced to provide their names or any other kind of identification.

1.9 Operational Definition of Key Terms

Change Management Strategy: combination of transformation management strategies used by a company to change its status or activities.

Communication strategy: the numerous means through which the various parties involved share information

Leadership strategy: the dedication of the senior leadership to assisting the change's implementation.

Planning strategy: This is the process of developing the change's goals and a roadmap for achieving them.

Service Delivery: In order to decrease complaints, attention was being paid to how various services provided by the judiciary are delivered to services to a specific degree of satisfaction.

Stakeholders' engagement strategy: the participation of the several groups affected by the modification in its design and execution.

Strategy: The organization's strategy outlines how various resources are to be allocated in order to accomplish a long-term objective.



CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

A comprehensive review of both theoretical and empirical literature was presented in this chapter, focusing on strategic change management and its impact on service delivery. The chapter began by laying out the theoretical foundation, drawing on two significant theories to elucidate the study's independent and dependent variables. The independent variables are grounded in Kurt Lewin's Change Management Model and John Kotter's Eight-Step Change Model, both of which provide robust frameworks for understanding and implementing strategic change within organizations. Lewin's model, with its three-step process of unfreezing, changing, and refreezing, emphasizes the importance of preparing an organization for change, implementing new strategies, and solidifying these changes into the organizational culture. This model underscores the necessity of stakeholder involvement to minimize resistance and ensure the successful adoption of new initiatives. Kotter's model expands on this by offering a detailed roadmap that includes creating a sense of urgency, forming a guiding coalition, developing and communicating a vision and strategy, empowering employees, generating short-term wins, consolidating gains, and anchoring new approaches within the organizational culture. This step-by-step approach highlights the sequential and interdependent nature of change management processes.

For the dependent variables, the SERVQUAL model, developed by Parasuraman, Zeithaml, and Berry, which provides a foundational framework for assessing service delivery quality. The SERVQUAL model identifies five key dimensions of service quality: tangibles, reliability, responsiveness, assurance, and empathy. These dimensions serve as critical indicators for

evaluating the gap between customer expectations and perceptions, thereby offering a structured method for measuring and improving service quality.

The empirical literature evaluation that followed examined four strategic change management cases across different sectors, highlighting their impact on service delivery in alignment with the study's objectives. The first case focused on the healthcare sector, where Smith and Lewis (2019) explored the implementation of EHRs. Their findings revealed that EHR implementation led to significant improvements in service delivery, such as enhanced efficiency, reduced errors, and increased patient satisfaction. However, the study also highlighted challenges like resistance to change, the necessity for extensive training, and the crucial role of leadership in driving the change process.

In the education sector, Johnson and Green (2020) investigated the impact of strategic change management on higher education institutions through the introduction of blended learning models. These models, which combine online and face-to-face instruction, were found to improve access to education, flexibility in learning, and student engagement. Success in these initiatives was attributed to effective communication, stakeholder involvement, and continuous monitoring and evaluation of the change process.

The third case examined strategic change management in public sector organizations, specifically focusing on government agencies. Brown and Taylor (2018) analyzed the implementation of performance management systems designed to enhance service delivery. Their study indicated that such systems led to better accountability, improved efficiency, and higher service quality. They also emphasized the importance of aligning change initiatives with organizational culture and the need for ongoing employee training and support.

The final case study delved into the corporate sector, where Anderson and Parker (2017) explored the adoption of CRM systems. Their research showed that CRM implementation significantly improved customer satisfaction, loyalty, and service delivery efficiency. Critical factors for success included top management support, employee involvement, and robust change management strategies.

A diagrammatic portrayal of the link between the research variables in the conceptual framework was also presented in this chapter. The framework integrates the theories and empirical findings to illustrate the relationship between strategic change management (independent variable) and service delivery (dependent variable), mediated by factors such as leadership, communication, training, and stakeholder involvement. This visual representation helps in understanding the interactions and dependencies among the variables, providing a clear roadmap for the study.

The summary of the literature evaluation highlighted several research gaps that this study aims to address. Firstly, there is a noted lack of sector-specific insights, particularly in emerging markets and non-Western contexts, where the dynamics of change management may differ significantly from those in developed economies. Secondly, many existing studies provide only a snapshot view of change management processes and outcomes, underscoring the need for longitudinal studies to understand the long-term impacts of strategic change initiatives on service delivery. Thirdly, few studies have integrated multiple theories to provide a holistic view of the change management process and its impact on service delivery. This study aims to bridge this gap by combining Lewin's and Kotter's models with the SERVQUAL framework. Lastly, there is limited research capturing the perspectives of different stakeholders—such as employees, customers, and managers—regarding strategic change management and service delivery. This study seeks to include these diverse viewpoints to provide a comprehensive understanding of the phenomenon.

This chapter offered a thorough review of both theoretical and empirical literature on strategic change management and its impact on service delivery. By integrating relevant theories and empirical findings, the study aims to fill existing research gaps and contribute to the understanding of how strategic change management can enhance service delivery across different sectors. The conceptual framework presented serves as a guide for the research, outlining the key variables and their interrelationships.

2.1 Theoretical Review

Kotter's Eight Step Change Model and the SERVQUAL Model were the two main ideas that the study was based on.

2.1.1 Kotter's Eight Step Change Model

John Kotter introduced his Eight-Step Change Model in 1996, a framework designed to guide organizations through effective change management. This model delineates eight specific phases that organizations should follow to ensure that desired changes are successfully implemented. Each step is strategically crafted to build momentum and ensure that the change is deeply rooted within the organization.

The first step in Kotter's model is to create a sense of urgency. This involves developing a compelling narrative that highlights the importance and immediacy of the change. The goal is to convince employees and other stakeholders that the change is necessary and to inspire them to support the initiative. Creating a sense of urgency can involve presenting data that shows potential risks if changes are not made, as well as illustrating the benefits that the change will bring. This step is crucial as it sets the tone for the entire process and helps to overcome initial resistance.

The second step is to form a powerful guiding coalition. This involves assembling a team of influential and respected individuals within the organization who are committed to leading the

change effort. These individuals should possess a variety of skills and perspectives to effectively drive the change. The guiding coalition is responsible for providing leadership and direction, ensuring that the change initiative has the necessary support and resources to succeed. By building a strong and cohesive team, organizations can create a united front that can inspire confidence and commitment throughout the organization.

The third step is to create a vision for change. This entails articulating a clear and compelling vision that outlines the desired future state of the organization. The vision should provide a sense of direction and motivate employees by showing them the benefits of the change. It should be aspirational yet achievable, and it must resonate with all stakeholders. A well-defined vision serves as a guiding star for the organization, helping to align efforts and ensure that everyone is working towards the same goals.

Communicating the vision is the fourth step, where all available communication channels are utilized to convey the vision effectively and succinctly to all members of the organization. This step involves not only disseminating information but also engaging in dialogue with employees to ensure that they understand and buy into the vision. Effective communication is crucial to maintaining momentum and ensuring that the vision remains at the forefront of everyone's mind. It involves regular updates, open forums for discussion, and addressing any concerns or questions that employees may have.

The fifth step is empowering employees to act on the vision. This involves removing obstacles that may hinder the change process and providing the necessary training and resources to enable employees to contribute effectively. Empowering employees means building their capacity through effective leadership and creating an environment where they feel confident and capable of taking action. It also involves encouraging innovative thinking and allowing employees to take

ownership of their roles in the change process. By empowering employees, organizations can harness their collective energy and creativity to drive the change forward.

Creating short-term wins is the sixth step, which focuses on planning for and achieving quick, visible successes. These wins help to build momentum and demonstrate the benefits of the change initiative. They are carefully planned to ensure that they are achievable and meaningful. Celebrating these short-term wins reinforces the value of the change efforts and motivates employees to continue their hard work. It also provides tangible evidence that the change is working, which can help to convert skeptics and build broader support for the initiative.

The seventh step is to consolidate gains and produce more change. This involves using the credibility gained from the short-term wins to tackle additional and more substantial changes. It's essential to keep up the momentum by continuously improving and refining processes, systems, and structures. During this phase, organizations should look for ways to enhance their change efforts and ensure that new practices are firmly embedded in the organizational culture. This step emphasizes the importance of persistence and continuous effort to achieve lasting transformation.

The final step is to anchor the new approaches in the organizational culture. This means making sure that the changes become an integral part of the organization's core values and operations. It involves reinforcing the changes by showing how they have improved performance and by ensuring that the new behaviors are rewarded and recognized. Leaders play a crucial role in this step by modeling the new behaviors and ensuring that they are sustained over time. Anchoring change in the culture helps to prevent regression to old habits and ensures that the benefits of the change are long-lasting.

In summary, Kotter's Eight-Step Change Model provides a comprehensive framework for managing organizational change. By following these steps in order, organizations can increase

their chances of successfully implementing change initiatives. The model emphasizes the importance of creating a sense of urgency, building a strong guiding coalition, developing and communicating a clear vision, empowering employees, achieving short-term wins, consolidating gains, and embedding the changes in the organizational culture. Each step builds on the previous one, creating a structured approach to change that is both strategic and practical. By adhering to this model, organizations can navigate the complexities of change and achieve sustainable improvements in performance and outcomes.

Consolidating the progress and creating additional change were stages seven and eight. This is when the short-term gains were used as a springboard for even bigger improvements. These were made by building on what had already worked and coming up with new ways to make progress. Key players were also asked to contribute their ideas for how to keep getting better until the desired state was reached. The eighth and final step was to create a new mindset that would help with the change. In order to guarantee that the change stuck moving forward, this included institutionalizing it into the company culture.



Figure1: Theoretical framework
Source: Adapted from Kotter 1996

This study looked at the four strategic change management strategies that make up the independent factors. These are the planning strategy, the communication strategy, the leadership strategy, and the stakeholder involvement strategy. The Kotter's eight-step change model gave information on all of these things through its different stages of change management. The third step of the model helped with the review of the planned method. In the fourth stage of the plan, we looked at communication strategy. The fifth stage of the plan helped with the study of the leadership style. The research of the stakeholder engagement approach was guided by the sixth and seventh stages. As a result, the model helped determine how strategic change management approaches had an impact on the judiciary. The elements that were stressed at each level of the model provided light on how to use them in change management.

2.1.2 The SERVQUAL Model

Berry, Zeithaml, and Parasuraman conceived the model (1985). As an abbreviation for the "Service Quality" approach, they created the word SERVQUAL. The model gave a list of qualities that showed high-quality service performance. The idea says that good service should have five qualities: reliability, confidence, response, and understanding (Parasuraman, Zeithaml, & Berry, 1988). The way people looked, the tools for conversation, and the actual places were all tangibles. The degree of dependability and accuracy of the services was known as reliability. By demonstrating their expertise and politeness, the staff conveyed trust and confidence to the customers via assurance. Response time was a measure of how ready a business was to help customers, which included being on time when offering services. Empathy meant that the business could give each customer individualized care and attention (Parasuraman, Zeithaml & Berry, 1988).

A Likert scale was used to rate the five traits. This was done by finding the difference between what people expected and what they actually thought about the service being looked into. We could say that the review "confirmed or disconfirmed" what we thought about the service. It was a high-quality service offering when what was seen matched or surpassed what was expected, and the other way around (Desta, 2019). The SERVQUAL model was used to rate the quality of service at Meru High Court, which was the dependent variable in this study. The model gave us the information we needed to look at the institution's service standards and see how closely they match up with what people expect.

2.2 Empirical literature review

In this part, the evaluated literature pertaining to the research variables was given, drawing attention to the gap that the study aimed to fill in accordance with its goals.

2.2.1 Planning strategy and service delivery

Planning strategy was a process used by businesses to describe their future vision and determine their aims and objectives, according to Immordino, Gigliotti, Ruben, and Tromp's (2016) definition. Jan and Veronika (2017) looked at the variables influencing how organizational changes were implemented in Slovak businesses. To collect information from different companies' employees, the study employed a survey methodology and questionnaire. Based on the findings, preparation was crucial to the transformation's success. On the other hand, the study didn't examine the impact of the planning strategy on service delivery or compare pre- and post-change service delivery. The present research evaluates how planning affects the delivery of services at Kenya's Meru High Court.

Kharroub and Mansour (2019) investigated the relationship between planning and service quality in Palestinian municipalities. In this descriptive research, 114 randomly selected workers of the

Jenin Municipality were asked to fill out a questionnaire in order to collect primary data. The data was analyzed using descriptive and inferential statistics. The findings demonstrated a favorable and statistically significant relationship between planning and service delivery quality. Although it evaluated service delivery using the SERVQUAL paradigm, it did not examine planning for change management; instead, it evaluated organizational planning in general. Additionally, research was performed in a different setting than the judiciary in a foreign nation, making it risky to extrapolate the results to the judiciary in Kenya.

Planning had a considerable impact, according to Daniel (2019), who studied how change management impacted corporate performance in Nigeria. Only secondary data was utilized in the research, which used a literature review methodology. The research found that having a well-developed strategy to direct the change management process was very helpful in keeping the business on track and preventing it from straying into other directions. However, the research did not examine how the planning technique affected service delivery. This study looked at the planned approach to change management and how it affected service delivery. Additionally, there was no guarantee that using primary data in different organizational contexts produced the same outcomes as Daniel (2019) only used secondary data. Primary data pertaining to Kenya's judicial institutions was the subject of the current study.

The impact of planning on organizational performance in Kenyan agricultural state-owned firms was investigated by Kabiru, Theuri, and Misiko (2018). Using a questionnaire, they collected data from 43 agricultural state-owned firms using a descriptive study technique. The results demonstrated that preparation significantly affected output, leading to more punctual client service. Despite the fact that the study took place in Kenya, the focus was not on the country's

legal system. Also, it didn't look at planning as a tool for managing change, but rather as a managerial role.

Sophia and Owuor (2015) looked at the impact of planning on organizational growth at the Kenya Medical Research Institute. This study used a descriptive research approach. Fifty people working for the company, including department heads, middle managers, and regular workers, provided the data. We used descriptive and inferential statistics to analyze the findings of the staff surveys. The results demonstrated a strong positive correlation between preparation and advancement within a company. Planning functions' contributions to change management and their effects on service delivery were not, however, investigated in the aforementioned studies.

2.2.2 Communication strategy and service delivery

Messages are sent, received, and replied to whenever there are at least two persons involved in the communication process. This fundamental aspect of communication underscores its importance in change management. Hasanaj and Manxhari (2017) explored this significance in the context of the Albanian municipality of Vlora. They conducted a qualitative study involving in-depth interviews with fifteen employees, aiming to understand how communication influences the change process. Their findings highlighted that effective communication is crucial for engaging employees and disseminating knowledge about the change. This engagement helps in reducing resistance and fostering a supportive environment for the implementation of changes, thereby improving staff productivity and the overall success of change initiatives. However, the study's small sample size and qualitative nature introduced potential bias and subjectivity, limiting the generalizability of the results to other organizations.

Neil (2018) expanded the scope of investigation to 26 companies across 11 states in Columbia, focusing on the tactics and challenges of communicating about change. Through a purposive

sampling method, 32 interviewees were selected and interviewed in person. The study revealed that common communication strategies included face-to-face meetings, video messages from top leaders to solicit employee support, and identifying staff advocates. These methods were found to be effective in conveying the change message and rallying support. However, Neil's research did not delve into how these communication tactics specifically impacted service delivery, leaving a gap in understanding the direct outcomes of these strategies on organizational performance.

Shonubi and Akintaro (2016) took a different approach by investigating the impact of communication on organizational performance in Nigeria through a literature review methodology. Their study synthesized secondary data from existing research, concluding that effective communication significantly enhances organizational performance. Despite this, the study's reliance on secondary data from various organizational contexts made it difficult to generalize the findings to any specific organizational environment. The conclusions drawn were based on a broad analysis, and therefore lacked the specificity needed to apply the results to particular organizations or sectors.

In a case study of Unilever (Kenya) Limited, Gachungi (2014) examined the company's communication strategy and its effects on change management. Data were gathered from a diverse group of respondents, including senior managers, department heads, middle-level managers, and non-management personnel, through in-depth interviews. The study found that a well-structured communication strategy significantly mitigated resistance to change, facilitating smoother implementation of change initiatives. However, this case study focused on a private sector organization, which limits its applicability to public sector entities such as Kenya's courts. Additionally, the study did not evaluate how the communication strategy influenced service delivery, leaving another critical aspect unexplored.

Odera and Muendo (2017) investigated communication as a factor impacting strategic change management in the public sector. They conducted an observational study using a standardized questionnaire to collect data from various respondents. Their findings indicated that effective communication played a significant role in the strategic change management process. The study underscored that clear and consistent communication is essential for aligning employees with the change objectives and reducing uncertainties. However, like the other studies, it did not examine the direct impact of communication strategies on service performance, highlighting a common gap in the literature.

Across these studies, a common theme emerges: the pivotal role of communication in facilitating successful change management. Effective communication strategies are essential for engaging employees, reducing resistance, and ensuring that all stakeholders are aligned with the change objectives. By involving employees in the communication process and providing clear, consistent messages, organizations can create a supportive environment for change. This not only enhances the implementation process but also improves overall organizational performance.

However, the studies also reveal several gaps and limitations. Many of the investigations were context-specific, focusing on particular sectors or organizations, which limits the generalizability of their findings. Additionally, there is a notable lack of focus on how communication strategies directly impact service delivery. While the importance of communication in change management is well-documented, understanding its effects on service performance remains an area requiring further exploration. Future research should aim to bridge this gap by examining the direct outcomes of communication strategies on service delivery across different sectors and organizational contexts.

Moreover, methodological limitations, such as small sample sizes and the reliance on qualitative data, introduce potential biases and reduce the robustness of the findings. To address these limitations, future studies should consider employing mixed-method approaches, combining qualitative insights with quantitative data to provide a more comprehensive understanding of the role of communication in change management. Larger sample sizes and diverse organizational contexts would also enhance the generalizability of the results.

Communication is a critical component of effective change management. It plays a vital role in engaging employees, disseminating information, and aligning stakeholders with change objectives. While existing research highlights its importance, there is a need for further studies to explore the direct impact of communication strategies on service delivery and to address the methodological limitations of previous research. By doing so, organizations can develop more effective communication strategies that not only facilitate change but also enhance overall service performance and organizational success.

2.2.3 Leadership strategy and service delivery

Leaders were able to empower their staff via the concept of strategic leadership, which was fundamental imagining, foreseeing, and proactively initiating change. The role that leadership played in the management of organizational transformation was examined by Mansaray in 2019. Only secondary data examined in the literature was studied in the study's use of the literature review methodology. The results showed that leadership was essential for successful change management, particularly when it came to pointing the personnel in the right direction to advance goal attainment. Using a literature review approach, the study did not zero in on a certain kind of organization or institution. This meant that the results could not be applied to a particular institution.

That year (2018) the effects of management on the efficiency of Kenyan nonprofits providing international charity were the focus of Kabetu and Iravo's research. An approach known as descriptive research was used. A total of 130 individuals from the UN-Habitat management team in Nairobi were chosen for the sample. A poll was used to get information from certain workers, and the results were then studied statistically. The performance of the businesses was shown to be highly impacted by leadership. However, the analysis concentrated on the influence on organization performance as opposed to the present study on service delivery.

In their 2015 examination into the variables influencing strategic change management and performance, Obonyo and Kerongo evaluated the impact of leadership strategy. Kenya This descriptive study primarily focused on Commercial Bank Limited in the greater Nairobi region. Principal data was supplied by upper-, middle-, and lower-level managers. According to the findings, leadership strategy is the single most critical component in determining the profitability of an organization's change management efforts. But the study didn't look at service delivery in particular to determine how change management leadership impacted it.

In 2018, Rigii, Ogutu, Awino, and Kitiabi studied how leadership affected how well Kenyan county governments provided services. A structured questionnaire was used along with the cross sectional survey approach to gather primary data. Chief Officers and administrators from six agencies, which were found to be widespread over all 47 counties in the nation, made up the respondents. The findings showed that leadership had a big impact on service delivery. Despite being conducted in a public sector setting, the results may not accurately represent the situation in Kenya's judiciary due to potential differences in leadership methods. Additionally, the researchers evaluated leadership as it related broadly to service delivery rather than looking into it specifically as a method utilized in change management.

Kolil, Ondiek, and Manyasi (2019) looked at how leadership affects how well county governments in Kenya's North Rift area do their jobs. A total of 180 county government workers in the North Rift region were surveyed using a questionnaire as part of the mixed methods study strategy. The services claimed that leadership significantly affected the quality of their offering. However, the leadership strategy as utilized generally in county governments was the focus of the study, rather than leadership in the context of change management. In addition, the contextual differences between the county administration and that body limited the conclusions' applicability to Kenya's court.

2.2.4 Stakeholders' engagement strategy and service delivery

The public sector was not the first to adopt the idea of stakeholder participation, but it quickly became an integral part of effective service delivery. The concept of involving stakeholders in decision-making processes has been recognized as crucial for achieving better outcomes, fostering accountability, and ensuring that diverse perspectives are considered. Stakeholder participation enhances transparency, builds trust, and ensures that the needs and expectations of the community are met.

In 2016, Rourke, Higuchi, and Hogg conducted a study that examined the role of stakeholders in a system transition within the healthcare sector in Canada. Their research focused specifically on the Ontario Nurse Practitioner-led Clinic, employing a case study methodology to gather and analyze data. Primary data were collected through semi-structured interviews with sixteen individuals working in various health care sectors. These interviews provided in-depth insights into the experiences and perspectives of healthcare professionals involved in the transition. Additionally, secondary data were gathered from the examination of eighty-eight documents, offering a comprehensive view of the context and outcomes of the transition.

The qualitative data analysis revealed that stakeholders' participation was vital to change management. Stakeholders contributed significantly to the development and dissemination of the change's vision, ensuring that the transition was well understood and supported across the organization. This participatory approach helped to mitigate resistance and fostered a sense of ownership and commitment among the stakeholders, which was crucial for the successful implementation of the change. The study highlighted the importance of engaging stakeholders early in the process and maintaining open lines of communication throughout the transition.

In contrast, the present research primarily utilized quantitative data to achieve greater objectivity. Quantitative methods, such as surveys and statistical analyses, provide a way to measure variables and assess relationships in a more systematic and replicable manner. While the qualitative study by Rourke, Higuchi, and Hogg focused on gathering rich, detailed information about individual experiences and perceptions, the quantitative approach aims to generalize findings across larger populations.

Moreover, the context of the present research differs from the previous study as it was carried out in a legal setting rather than a medical one. Different sectors have unique challenges and dynamics that can influence how change management processes unfold and how stakeholder participation impacts outcomes. By examining different contexts, researchers can develop a more nuanced understanding of the principles and practices that facilitate effective change management.

In 2019, Terer, Mwangi, and Gichuhi conducted a study investigating the effect of stakeholder participation on change management within the Kenya Police Service (KPS). The researchers employed a combination of descriptive and correlational methods to gather data using surveys. They surveyed sixty-five senior National Police Service officials in Nakuru County to collect

primary data on their experiences and perceptions of stakeholder participation in change management.

The results of this study indicated that stakeholder participation significantly enhanced service delivery within the KPS. When stakeholders are actively involved in the change management process, they are more likely to support the changes and contribute to their successful implementation. This involvement helps to ensure that the changes are relevant, feasible, and aligned with the needs and expectations of the stakeholders. However, it is important to note that the findings of this study are specific to the National Police Service, whose change management approach may differ from that of other institutions, such as the Kenyan Judiciary. Therefore, the results cannot be directly extrapolated to other contexts without considering the unique characteristics and requirements of each institution.

In 2015, Aketch and Omwono investigated Kenya Power Limited's approach to involving stakeholders in change management. The researchers used a descriptive research approach and employed an interview schedule to gather information from the senior management team. The results demonstrated that stakeholders were actively involved in providing input to management and in developing the procedures necessary for effective change management. This participatory approach helped to ensure that the changes were well-informed and aligned with the needs of the organization and its stakeholders.

However, the study also revealed that stakeholders were not heavily involved in shaping the blueprint of the transformation process. While their input was valued in the implementation phase, their involvement in the initial planning and design stages was limited. This finding highlights the importance of engaging stakeholders throughout all phases of the change management process to ensure that their insights and perspectives are fully integrated into the decision-making process.

Additionally, the study did not further investigate the impact of stakeholders' involvement on service delivery within the firm, leaving an important area for future research to explore.

In 2018, Kimutai and Kwambai conducted a study at Eldoret University to examine how involving stakeholders affects the speed and effectiveness of service delivery. The researchers employed a detailed poll method to collect data from university staff members who participated in the organizational change. They distributed a survey to 65 out of the 1100 total employees, gathering data on their experiences and perceptions of stakeholder involvement.

The correlation analysis revealed that stakeholder involvement was positively correlated with improved organizational performance. When stakeholders are actively engaged in the change process, they are more likely to support the changes and contribute to their successful implementation. This involvement helps to ensure that the changes are relevant, feasible, and aligned with the needs and expectations of the stakeholders. However, it is important to note that this study only used a small subset of the population and relied on a single case study unrelated to the court system. Therefore, the findings may not be generalizable to other contexts without further research.

In 2019, Karama, Iravo, Kagiri, and Shale examined the impact of stakeholder involvement on the delivery of public services in Kenya's decentralized government. The researchers used a correlational method to collect numeric data from 384 employees across eight county offices. They analyzed the data using descriptive and inferential statistics to assess the relationship between stakeholder participation and service delivery outcomes.

The findings showed that the involvement of stakeholders significantly improved service delivery within the devolved governments. By engaging stakeholders in the decision-making process, the government was able to ensure that the services provided were better aligned with the needs and

expectations of the community. This participatory approach also helped to enhance transparency, accountability, and trust between the government and its constituents. However, the researchers did not investigate how stakeholders' participation in change management was applied; instead, they focused on evaluating stakeholder engagement as a technique specifically aimed at improving service delivery. Future research should explore the mechanisms through which stakeholder participation influences change management processes and outcomes.

The collective insights from these studies underscore the importance of stakeholder participation in change management across various sectors. Engaging stakeholders early and throughout the change process helps to ensure that their needs and perspectives are considered, which can enhance the relevance, feasibility, and acceptance of the changes. Effective stakeholder participation requires clear communication, collaboration, and a willingness to incorporate feedback into the decision-making process.

In the healthcare sector, the involvement of stakeholders in the transition to the Ontario Nurse Practitioner-led Clinic demonstrates the positive impact of participatory approaches on change management. By involving healthcare professionals and other stakeholders in the development and dissemination of the change vision, the transition was more likely to be understood and supported. This approach helped to mitigate resistance and foster a sense of ownership and commitment among the stakeholders.

In the context of the Kenya Police Service, stakeholder participation was shown to significantly enhance service delivery. By actively involving stakeholders in the change management process, the National Police Service was able to ensure that the changes were relevant, feasible, and aligned with the needs and expectations of the stakeholders. This participatory approach helped to build trust and support for the changes, contributing to their successful implementation.

At Kenya Power Limited, the involvement of stakeholders in providing input to management and developing procedures for change management highlighted the value of participatory approaches. However, the limited involvement of stakeholders in shaping the transformation process's blueprint underscores the need for more comprehensive engagement throughout all phases of change management.

The study at Eldoret University demonstrated the positive correlation between stakeholder involvement and organizational performance. By engaging stakeholders in the change process, the university was able to ensure that the changes were relevant and aligned with the needs of the staff members. This involvement helped to enhance the effectiveness and speed of service delivery.

In Kenya's decentralized government, the involvement of stakeholders was shown to significantly improve service delivery. By engaging stakeholders in the decision-making process, the government was able to ensure that the services provided were better aligned with the needs and expectations of the community. This participatory approach also helped to enhance transparency, accountability, and trust between the government and its constituents.

Overall, these studies highlight the importance of stakeholder participation in change management across various sectors. Engaging stakeholders early and throughout the change process helps to ensure that their needs and perspectives are considered, which can enhance the relevance, feasibility, and acceptance of the changes. Effective stakeholder participation requires clear communication, collaboration, and a willingness to incorporate feedback into the decision-making process.

Future research should continue to explore the mechanisms through which stakeholder participation influences change management processes and outcomes. By examining different contexts and sectors, researchers can develop a more nuanced understanding of the principles and

practices that facilitate effective change management. Additionally, longitudinal studies are needed to assess the long-term impact of stakeholder participation on service delivery and organizational performance.

Stakeholder participation is a critical component of effective change management. By involving stakeholders in the decision-making process, organizations can ensure that the changes implemented are relevant, feasible, and aligned with the needs and expectations of those affected. This participatory approach helps to build trust, enhance transparency, and foster a sense of ownership and commitment among stakeholders. As the public sector continues to adopt and refine participatory approaches, further research is needed to explore the diverse ways in which stakeholder involvement can contribute to successful change management and improved service delivery.

2.3 Conceptual Framework

This was an example of a broad research concept organized so that the researcher may explicitly state the research aim, formulate the research question, and examine relevant literature (Smyth, 2004). Thus, the study's conceptual framework (figure 2) showed the relationship between service delivery (the dependent variable) and change management strategies (the independent variable).

rsity

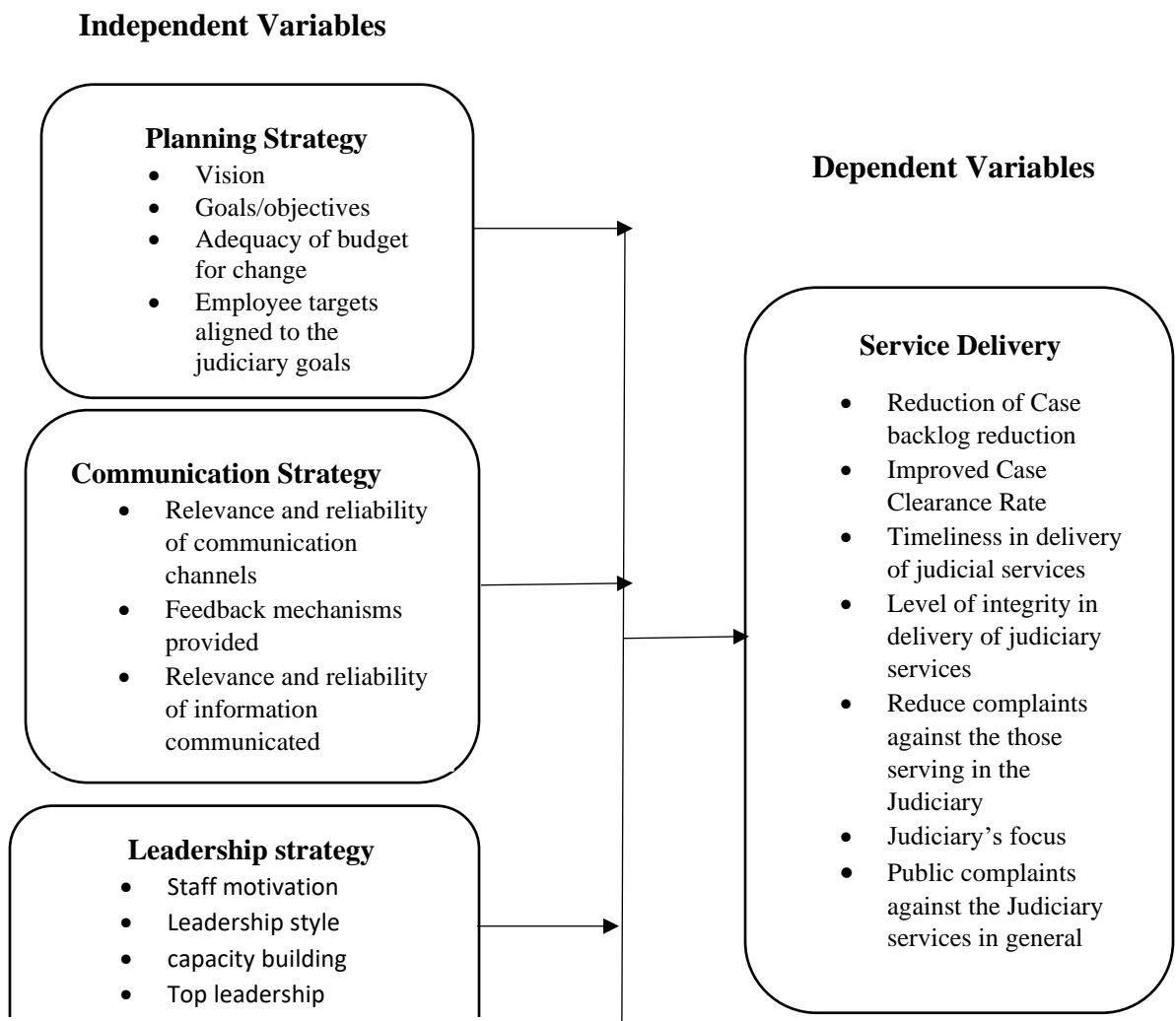


Figure 2: Conceptual Framework
Source: Researcher (2023)

Strategy

- engagement in change planning
- engagement in change implementation
- Public participation
- Adequacy of stakeholder

2.4 Summary of literature and research gaps

Despite the fact that several experiments on strategic change management had been carried out, none of them had concentrated on the judicial services provided by the Meru High Court. This paper's empirical study showed how various change management frameworks impacted service delivery and organizational effectiveness. Strategic change management approaches improved service delivery, according to most studies. Table 1: Summary and Research Gaps

Author And Year	Focus	Findings	Knowledge Gap
Daniel (2019)	Management of change and its impact on Nigerian businesses' bottom lines. Make use of secondary sources of information	A well-developed strategy to direct the change management process substantially improves business performance, according to the research.	Since only secondary data was used, there was no promise that the same results would be obtained by using main data in a different organizational setting.
Kabiru, Theuri and Misiko (2018)	Kenyan agricultural state-owned corporations: how planning impacts performance	The impact of planning on performance is substantial.	The study wasn't about the Judicial organization; it was about how well the law was followed in general, not about things like communication and public involvement.
Gachungi (2014)	Unilever Kenya Limited's communication strategy and its impact on change management	According to the findings, change management was significantly impacted	The study covered a single Organization in the private sector only

		by communication strategy.	and failed to show how communication strategy affected delivering of the services.
Mansary (2019)	Change management and the role of leadership	Maximizing goal achievement in change management need strong leadership, especially in guiding staff members in the correct direction.	The study didn't focus on a certain type of group or school because it used the literature review method in general.
Terer, Mwangi and Gichuhi (2019)	Change management in the national police service is affected by how stakeholders are involved.	Involving stakeholders greatly improves change management, which improves service delivery..	The research only looked at the National Police Service, thus it was impossible to generalize from the results since the change management approach there may differ from that used in the judiciary.
Rigii, Ogutu, Awino and Kitiabi (2018)	Strategic leadership's impact on county governments' service delivery	Leadership has a big impact on service delivery..	Instead of being specifically examined as a strategy for change management, leadership was evaluated as a general strategy for service delivery.

Source: Researcher (2023)



CHAPTER THREE
RESEARCH METHODOLOGY

3.0 Introduction

This chapter provided an explanation of the research methods used. As a result, it included information on the target population, study site, sampling technique, sample size, data collecting, and analysis, among other things. It also described the ethical considerations made throughout the research's execution.

3.1 Research Design

Asbutabenjeh and Jaradat (2018) say, this method helped guide the research process and taught the group how the study went from the goal to the results. A detailed poll method was used for the study. By taking into account the people's points of view, this let the results be interpreted directly without any help from the expert. The approach was chosen because earlier studies, like Kimari, Gathenya, and Kihoro's (2018) investigation of service delivery in the judiciary, had employed it effectively.

3.3 Target Population

The targeted community, according to Cooper and Schindler (2016), is the group of people, things, or events that were used to get the results of the study. The study looked at more than just judges. It also looked at registrars, assistant registrars, court managers, officers in the department of planning and group performance, and the Meru High Court's customer service center. Table 2 showed the description of the people who lived there.

Table 2: Target Population

S/No	Level	Target population
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1	Judges	11
2	Registrar	1
3	Deputy registrars	17
4	Court administrators	26
5	Directorate of planning and performance of the organization	23
6	Customer service center	8
	Total	86

Source: Meru high court registry (2023)

3.4 Sampling procedure and sample size

A census method was used for the study because the people who were supposed to be studied were not very big. Instead of picking a group of the population, the census method involved polling every unit in the target population. Because of this, all 86 answers were used in the study. Giving everyone a fair chance participating in the investigation (Parker, 2011) was one of its benefits; it cut down on bias in the data collection.

3.5 Data Collection Instrument

A questionnaire was the main instrument used in this research to gather data, and Pavan and Kulkarni (2014) found that it was a very cost- and time-effective method. By using a survey questions, the researcher was able to complete the suggested study at the lowest possible cost and within the allotted time period. In accordance with the study goals, both closed-ended and open-ended items were included in the inquiry form construction process. The questionnaire's first section included questions on the respondents' gender, age, degree of education, and length of

service, among other demographic details. Section B stated constructs on planning strategy, Section C captured statements on communication strategy, while section D and E captured statements on leadership and stakeholder's engagement respectively. Lastly section F captured constructs on service delivery.

3.6 Pilot study

Before the main study, a thorough check was done to see how accurate and reliable the study tools were so that any problems with the way they were designed could be found (Cooper & Schindler, 2016). A pilot test helped to examine the tool before it was used in the research by allowing the discovery of any flaws, mistakes, or other weaknesses that may be imparted inside the questionnaire structure (Kvale, 2007). The researcher ran a pilot test in Chuka High Court in Tharaka Nithi County with around nine respondents, or 10% of the sample size, who were not included in the main study group. This made it possible to identify questionnaire questions that participants would find difficult to understand or any other issues that may lead to biased responses, enabling the questionnaire to be adjusted before the main data collection.

3.7 Validity and reliability of the research instruments.

3.7.1 Validity

It was suggested by Kothari (2004) that a measuring scale was only useful if it could correctly measure the goal value. Taherdoost (2016) found that validity can be broken down into three groups: face validity, content validity, and criterion validity. The degree to which a measure used for a certain thing was linked to the result was called its criterion validity. Having the supervisor's involvement ensured that the measurements used were relevant to and appropriate for reaching the objectives, which was achieved by ensuring that the questionnaire was created in collaboration with them.

Face validity measured how relevant the survey was to the intended respondents (Taherdoost, 2016). By consulting with the judicial officials and personnel throughout the pilot research to seek their advice on any amendments they might suggest to the questionnaire, face validity was assured. By covering the material it was intended to evaluate, a questionnaire's content was said to be legitimate to the extent that it generally met the expectations of experts in the subject (Yaghmale, 2003). This was achieved by ensuring that, while the questionnaire was being revised for the primary data collection, the court personnel and officers' suggestions and comments from the pilot project were taken into account.

3.7.2 Reliability

Kothari (2004) said that dependability is how likely it is that a person would come to the same results again if they took the same test in different conditions. Cronbach's alpha was used to check how reliable the poll was. The approach was used since it was thought to be the most common and successful technique to evaluate the dependability of questionnaires (Taherdoost, 2016). As to Haradhan's (2017) findings, the Cronbach alpha coefficient varied between 0 and 1. A sufficient level of dependability is indicated by a value of 0.7 or above.

3.8 Data Collection Procedure

The postgraduate directorate of Mount Kenya University first provided a letter of approval for the data collection. After obtaining the introduction letter, the researcher went ahead and applied for a research authorization from the NACOSTI. As a result, approval from the Meru county judiciary office was requested in order to enable the data collecting from the responders.

Before distributing the questionnaire, an informed consent was used to briefly describe the survey's purpose, the importance of the respondents' involvement, the persons responsible for conducting the survey, and a statement assuring the participants' anonymity. All responders were sent

questionnaires using the drop-and-pick approach once consent was obtained. The questionnaire was later collected as a follow-up, and the researcher and a study assistant assisted with its completion in situations when a participant had been engaged in physical violence. The purpose of this was to increase the response rate.

3.9 Data Analysis and Presentation

The original data was organized to make sure it was logically full, right, consistent, and uniformity prior to analysis. The survey's raw data was cleansed and checked for correctness by eliminating unrelated material, excluding evasive responses, and eliminating contradictory information from questions that were linked. SPSS was then analysed to look at the data. The mean, frequency, and percentage were the first tools used to look at numeric statistics. Regression analysis and association analysis were used to draw conclusions. This kind of regression model was used to do linear regression analysis:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + e$$

Where;

Y = service delivery,

X₁= planning strategy,

X₂= communication strategy,

X₃= leadership strategy,

X₄= stakeholders' engagement strategy

Regression coefficients for planning, communication, leadership, and stakeholders' involvement strategies were β_1 , β_2 , β_3 , and β_4 , respectively, while the error term was e. The regression constant was denoted by β_0 .

3.10 Ethical Considerations

All authors from whom various pieces of content were received were recognized by ensuring that proper reference was employed. Permission and consent from all relevant officials, including the institution of learning and the NACOSTI, were sought prior to the study. The research made sure that participants were treated anonymously and that their data was kept private. Additionally, they had to voluntarily agree before receiving the questionnaire to complete. In order to maintain participant anonymity throughout the process, there would not be any mention of the person's identity. By aggregating data rather than displaying individual replies, anonymity was further improved. The goal of the research was explained to the respondents, who then had the option of participating or not. The choice of whether or not to take part in the research activity was left up to the participants. To protect the privacy of the collected data, no access was given to third parties.

CHAPTER FOUR
RESEARCH FINDINGS AND DISCUSSIONS


4.1 Introduction

It is in this chapter that the results of the data analysis are presented. Results obtained from the parameters of the research instrument are shown. The purpose of the research was to examine how different approaches to leadership, planning, communication, and stakeholder involvement affected the delivery of court services.

4.2 Analysis of Response Rate

Based on the established sample size, 86 questionnaires were distributed using a stratified random sampling method. Of these, 83 were completed and returned, resulting in a response rate of 96.5%, as detailed in the table 3.

Table 3: Response Rate



	Frequency	Percent
Response	83	96.5
Non response	3	3.5
Total	86	100.00

Source: Researcher (2024)

Creswell (2013) states that for descriptive and inferential data analysis, a return rate of 96.5% is adequate and outstanding. In a similar vein, according to Collis and Hussey (2009), a return rate of 70% or above is considered "excellent," 60% is considered "good," and 50% is considered "adequate." Thanks to five study assistants that the researcher recruited and trained to distribute surveys under her supervision, we were able to get a very high return rate.

4.3 General Information

Participants were asked to submit basic personal details for the research, such as their gender, age, level of education, number of years in the workforce, and job title. What follows are the findings from the study:

4.3.1 Respondent's Gender

To account for any gender disparities in perspectives on the effect of strategic change management techniques on service delivery, the researcher sought to ascertain the participants' gender. Figure 3 displays the results.

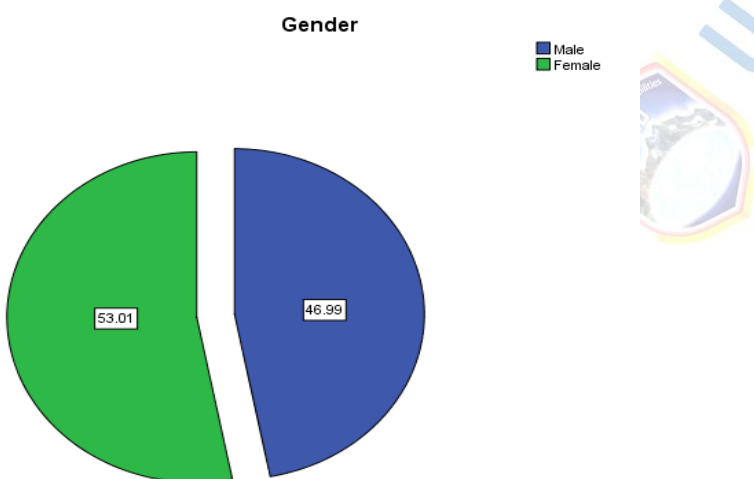


Figure 3: respondents' gender

Source: Researcher (2024)

The data presented in the figure 3 reveals that 53.01% of the study participants were female, whereas 46.99% were male. This suggests that women make up a larger portion of the Judiciary staff than men. However, since neither gender exceeds two-thirds of the total, the study avoids any gender bias. Consequently, the results reflect input from both genders, making the study inclusive of any gender-specific experiences.

4.3.2 Age Bracket

To ensure that the study's findings accurately reflect age-related differences in perspectives on the impact of strategic change management methods on service delivery, participants were asked to designate their age brackets. You can see the results of this study in Table 4.

Table 4: Age Distribution

		Frequency	Percent
Valid	18 - 35 years	22	26.5
	35 - 50 years	44	53.0
	Above 50 years	17	20.5
	Total	83	100.0

Source Researcher (2024)

The data shows that the largest proportion, 53.0%, of the participants fell within the age range of 35 to 50 years. Additionally, 26.5% of the respondents reported being between 18 and 35 years old, while 20.5% were beyond the age of 50. The implication of the conclusion is that the research accurately represents the different perspectives related to the impact of strategic change management approaches on service delivery, taking into account age as a relevant factor.

4.3.3 Respondents Education Level

Participants were requested to specify their educational backgrounds in order to get a comprehensive understanding of their levels of education. This strategy also sought to verify that the study's results accurately represent any differences in how strategic change management approaches affect service delivery based on education levels. Figure 4 shows the findings.

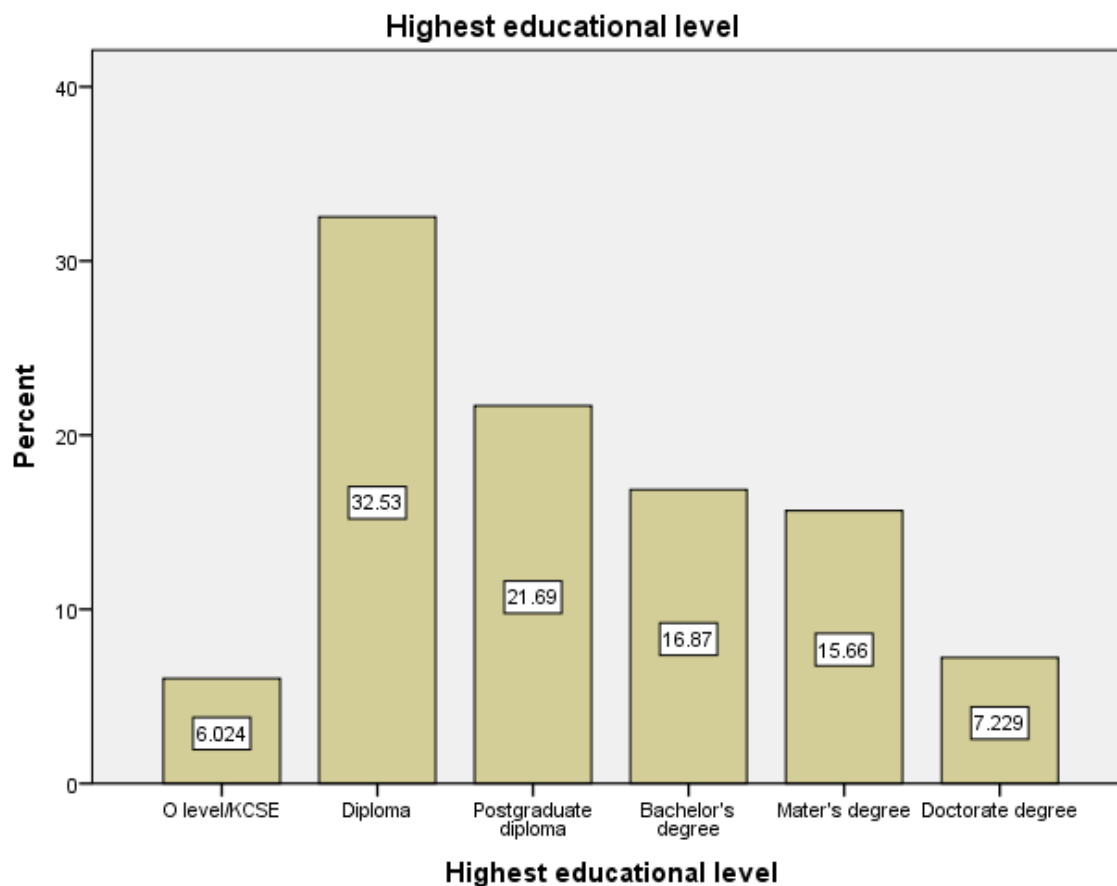


Figure 4: Respondents' education level

Source: Researcher (2024)

Based on the depiction advanced in figure, most participants (32.53%) had attained a diploma in respective areas as their highest education level, 21.69% had attained postgraduate diploma as their highest academic level, while 16.87% of the participants indicated that they had a bachelor's degree in different fields as their highest education level. Further study indicated that 15.66% of the participant quoted masters degree as their highest education level while 7.22% had doctorate degree as their highest education qualification. Those with o-level/KCSE certificate represented 6.024% of the respondents. The finding implies that the study is representative of the various

perceptions relevant to the effect of strategic change management practices on service delivery based on education levels.

4.3.4 Years of service

Finding out how long someone had been employed was the main goal of the survey. This was seen as crucial to ensure that, because of different backgrounds inside the company, all perspectives about the impact of strategic change management methods on service delivery were well reflected.

Table 5 displays the findings.

Table 5: Length of Work Experience

		Frequency	Percent
Valid	Less than 5 years	31	37.3
	5 - 10 years	35	42.2
	More than 10 years	17	20.5
	Total	83	100.0

Source: Researcher (2024)

Table 5's findings show that 42.2% of respondents had worked in the judiciary for five to ten years, 37.3% for less than five years, and 20.5% for more than ten years. These figures indicate the bulk of respondents' employment history. This suggests that they have sufficient experience in the judiciary with change management and service delivery to supply accurate information for the study. Additionally, the study is representative of the range of opinions regarding how strategic change management techniques affect service delivery, based on professional experience.

4.3.5 Capacity of Service in the Judiciary

Determining the respondents' service capacity was the main objective of the investigation. This was considered necessary to guarantee that different viewpoints on how strategic change

management techniques affect service delivery—based on service capacity—were fairly represented. The results are shown in Table 6.

Table 6: Capacity of Service in the Judiciary

Capacity	Frequency	Percentage
Legal researcher	21	25.3
Judicial officer/deputy registrar	42	50.6
Judge	20	24.1
Total	83	100.0

Source: Researcher (2024)

Table 6, portrays the largest number as 50.6% of respondents were judicial officer/deputy registrar, while 25.3% of the respondents were legal researcher and 24.1% of the participant were judges. This distribution indicates that the study captures a range of perspectives on how strategic change management practices impact service delivery across different capacity of service in the judiciary.

4.4 Descriptive Statistics

The mean and SD (Std.SD) were utilized to investigate the many parameters that were used to assess each variable. On a scale of 1 to 5, with 1 denoting severely disagree, 2 disagree, 3 neutral, 4 agree, and 5 strongly agree, the parameters for each variable were assessed. Respondents responded whether or not they agreed with the statement on each of the factors using this scale.

4.4.1 Planning strategy in change management

As can be seen in Table 7, five statements were used in order to get an understanding of the planning approach that is implemented in the process of change management in the Judiciary.

Table 7: Descriptive Statistics for Strategic planning

N	Min	Max	Mean	SD
---	-----	-----	------	----

Any modification that is implemented in the judicial system is done so with a specific goal in mind.	83	1	5	3.96	1.004
It is made very apparent what the aims and objectives of the transformation are.	83	1	5	3.88	0.904
The formulation of a plan comes before the implementation of any change.	83	1	5	4.18	1.026
	83	1	5	2.38	0.924
An appropriate amount of financial resources have been allocated for the implementation of reform inside the Judiciary.	83	1	5	4.13	1.079
Valid N (listwise)	83				
Overall Mean and SDiation				4.006	0.9874

Source: Researcher (2024)

An overall mean of 4.006 and a SD of 0.9874 are shown in Table 7, which presents the results of the investigation. Based on this mean, it can be deduced that the majority of the respondents strongly agreed with the suggestion that strategic planning should be implemented inside the Judiciary. The SD of 0.9874 is less than 1, which indicates that the majority of the answers did not substantially differ from the mean. This is because the majority of respondents indicated that they were in agreement with the statement "strongly agree." It is specifically stated that there is a vision for any change that is implemented in the judicial system (mean = 3.96), and that the aims and objectives of the change are clearly outlined (mean = 3.88). Furthermore, they said that a strategy is established prior to the implementation of any change (mean = 4.18), and that workers of the Judiciary match their objectives with the aims of the institution (mean = 4.13). A mean score of 2.38 indicates that the respondents did not agree with the statement that there is sufficient financial

allocation for the implementation of reform in the Judiciary. In spite of the fact that the Judiciary is doing a good job of putting its planned approach into action, the data suggest that the lack of proper budgetary allocation is a significant limitation in terms of financial resources.

4.4.2 Communication Strategy in change management

Table 8 shows that seven criteria were used to examine the communication approach employed in the Judiciary's change management process.

Table 8: Descriptive Statistics for Communication Strategy

	N	Min	Max	Mean	SV
The members of the judiciary are aware of the modifications that are being implemented inside the institution.	83	1	5	2.16	0.962
When communicating about any change that is about to be implemented, the judicial system makes use of communication channels that are both relevant and dependable.	83	1	5	3.78	0.883
There is sufficient input given on the work that has been made in implementing the modification.	83	1	5	2.23	0.980
	83	1	5	3.63	1.007

Information that is supplied by the court on changes that have been enacted is trustworthy and pertinent.	83	1	5	4.08	0.949
In the event that any change is being implemented or is about to be implemented, the judicial system will communicate with all of the necessary parties.	83	1	5	2.31	0.992
The purpose of change awareness is to remove the mystery around the change that is being planned.	83	1	5	2.34	0.880
Valid N (listwise)	83				
Overall Mean and SDiation				2.43	0.950

Source: Researcher (2024)

The data shown in Table 8 reveals that the overall mean equals 2.43, while the SD is equal to 0.950. Based on this low mean, it seems that the majority of respondents did not support the implementation of strategic communication inside the judicial system. Although the SD was less than 1, it was 0.950, which shows that the answers were tightly grouped around the mean. The majority of the participants indicated that they did not agree with the statement. The respondents, in particular, believe that the information that is supplied by the Judiciary on changes that have been enacted is credible and pertinent (M=3.63 SD=1.007 respectively). In addition, they reached a consensus that the Judiciary consults with all pertinent parties before, during, and after any change (M=4.08 SD=0.949) and that, when communicating about upcoming changes, the Judiciary uses relevant and trustworthy channels (M=3.78 SD=0.883).

Despite this, the respondents were of the opinion that appropriate feedback is not given on the progress of change implementation (M=2.23 SD=0.980). Both the notion that change awareness is carried out in order to demystify the intended change (M=2.31 SD=0.992) and the hypothesis that timely communication dissemination is carried out in the Judiciary (M=2.34 SD=0.880) were rejected by the participants. Furthermore, the respondents disputed that the personnel of the Judiciary are aware of the changes that are being implemented in the institution (M=2.16 SD=0.962 as the SD). In terms of the communication strategy for change management in the Judiciary, the results suggest that the information that is transmitted and the channels that are utilized for communication are satisfactory; nevertheless, proper communication and feedback is lacking.

According to outcomes, which are consistent with those of previous research conducted by Vig et al. (2017), the financial success of an organization is influenced by corporate communication about goods and services, management strategies, and management practices in the workplace. The same may be said about Zerfass and Sherzada (2020) discovered that communication efforts such as reputation management, image administration, and shareholder relations, as perceived by CEOs, contribute to an organization's profitability and financial prosperity. These findings echo those of Ojwang' (2018), who observed that Airtel Kenya's internal communication initiatives influenced profitability across various metrics including income, market share, value creation, and customer satisfaction. However, Hikmah (2020) presents a contrasting view, suggesting that poorly executed corporate communication can negatively impact employee productivity.

Similarly, Bolarinwa and Olorunfemi (2019) posit that top-down corporate communication lacking input from operational staff may have adverse effects on organizational performance. The findings also align with Lewin's (1947) Change Management Theory, emphasizing the importance

of strategic communication in convincing employees that old practices are no longer effective for successful change implementation. This notion corresponds to the theory's second stage, where communication is crucial for introducing new methods and rewarding employees who adapt (Burnes, 2007). Consequently, Palmer and Dunford (2008) note that to facilitate change implementation, new attitudes and behaviors must be cultivated.

4.4.3 Leadership strategy in change management

In addition, the study set out to examine how leadership style affects service delivery within Kenya's justice system. To do this, we used Table 9 to provide a number of statements on the company's leadership approach and asked respondents to assess how much they agreed with each claim.

Table 9: Descriptive Statistics for Leadership strategy

	N	Min	Max	Mean	Std.SDiation
The leadership of the judiciary makes certain that the staff is motivated to make adjustments to and put into effect the changes that are being implemented.	83	1	5	2.34	0.852
There is a correlation between the leadership style employed in the judicial system and effective change management.	83	1	5	2.42	0.909
In order to facilitate the reforms that are being made, the leadership of the court encourages the capacity SD delopement of both human and material resources.	83	1	5	2.43	0.793

The highest-ranking officials in the Judiciary are always fully committed to making sure that whatever reforms they enact are a smashing success.	83	1	5	3.93	0.966
Valid N (list wise)	83				
Overall Mean and SD				2.53	0.880

Source: Researcher (2024)

According to the information shown in Table 9, the overall mean is 2.53, and the SD is 0.880. It may be deduced from this low mean that the majority of respondents did not lend their support to the adoption of leadership strategy inside the judicial system. It seems that the replies were tightly grouped around the mean, with the majority of participants stating that they "disagree." The SD was 0.880, which is less than 1, which shows that this was the case. In particular, participants stated their agreement with the statement of the seniors in the Judiciary is always SDoted to ensuring the success of any reform that is implemented in the Judiciary (M=3.93 SD=0.966). On the other hand, they did not agree with the statement that the leadership of the Judiciary guarantees that staff members are driven to adapt to and execute changes that are being implemented (M=2.34 SD=0.852). In addition, they did not agree with the notion that the leadership style that is used in the judicial system leads to effective change management (M=2.42 SD=0.909). In a similar vein, they disputed that the leadership of the Judiciary encourages the capacitySDelopment of staff members and material resources in order to facilitate the reforms that are being made (M=2.43 SD=0.793).

According to the results, despite the fact that the leaders in the Judiciary are dedicated to the implementation of efficient change management, Leadership in change management is ineffective, and neither the staff's motivation nor their capacity to adapt to new circumstances has been enhanced.

The results align with Ndlovu (2018), who found that the lack of strategic leadership led to poor service delivery, long delays, poor communication, misalignment of programs at various levels, weak governance, and policy establishment issues at uThungulu District Municipality in South Africa. Similarly, Mungania and Karanja (2019) observed that organizational performance is influenced by the collective impact of leaders at different hierarchical levels in organizations of any size. Consistent with the findings of this study, Ragul (2021) identified strategic leadership as a critical factor for organizational success and effective public service delivery. It was also revealed by Gaitho et al. (2018) that strategic leadership has the biggest part in survive delivering in Kenyan county governments.

The finding aligns with Lewin's (1947) Change Management Theory, which suggests that effective administration requires providing strategic leadership through clear communication of the vision for change and ensuring employee participation to prevent resistance. According to Lewin (1947), during the unfreezing stage, leaders should equip employees with the necessary tools to learn new methods and reward those who adapt. To solidify the changes and prevent regression to old habits, the final stage, known as "refreezing," involves implementing policies and procedures (Lewin, 1947).

4.4.4 Stakeholders' engagement in change management

Research was concluded with an aim of determining how the involvement strategy of stakeholders affects the delivery of services by the Judiciary. Six statements were used, and Table 10 presented the investigation's findings.

Table 10: Descriptive Statistics for Stakeholders' engagement strategy

	N	Min	Max	Mean	SD
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Employees of the Judiciary are now engaged in transformation planning.	83	1	3	1.95	1.005
The implementation of reform is being carried out by personnel of the Judiciary.	83	1	5	3.90	0.916
When it is deemed essential, public engagement is carried out in an appropriate manner prior to the implementation of change in the judicial system.	83	1	5	4.04	0.873
During the process of establishing and putting reform into effect in the judicial system, there is sufficient interaction from stakeholders.	83	1	5	3.72	0.991
The stakeholders are aware of the role that they play in the management of changes in the judiciary.	83	1	5	3.88	0.992
In the process of evaluating a change that has been implemented, the stakeholders in the judiciary are involved.	83	1	5	3.92	0.860
Valid N (listwise)	83				
Overall Mean and SD				3.90	0.939

Source: Researcher (2024)

According to the results of the survey, the overall mean for investigation participation in change management in the Judiciary was 3.90, which shows that the biggest number of the assertions were agreed with those who took part. The fact that the SDs were 0.939 indicates that there was only a little amount of variation in the scores within each of the statements in comparison to the mean. In particular, respondents were in agreement that there is sufficient interaction from stakeholders in the process of introducing and executing reform in the Judiciary (3.7 SDs is equal to 0.991). The participants reached a consensus that the workers of the Judiciary are actively participating in the implementation of change (M=3.90 SD=0.916) plus the investors are aware of their role in the

management of change within the Judiciary (M=3.88 SD=0.992). They said that the stakeholders in the Judiciary are involved in the assessment of a change that has been implemented (M=3.72 SD=0.991), while at the same time confirming that public involvement is properly performed before changes are made in the Judiciary (M=4.04 SD=0.873). Despite this, they disputed that personnel of the Judiciary are actively participating in change planning (M=1.95 SD=1.005). In the context of change management in the Judiciary, the findings indicate that stakeholders are being effectively engaged, with the exception of workers who are not adequately included in the change's preparation.

The outcomes matches with those of Wilkinson et al. (2019), who noted that direct employee participation had a beneficial impact on economic performance by boosting productivity, lowering expenses, and improving the quality of the product or service. Similarly, Williamson (2018) discovered that when employees participate in decision-making, they leverage their personal knowledge, leading to better company decisions and enhanced performance. Additionally, Parasuraman et al. (2018) found that greater employee participation leads to improved service delivery, further supporting the results of this study.

Ontiri (2018) similarly found that employee participation significantly affects service delivery at NCWSC. However, this contrasts with Noah (2018), who discovered that employee involvement in decision-making negatively impacts job productivity in selected establishments in Lagos, Nigeria. Likewise, Sagie and Aycan (2021) reported that involving employees in crucial decision-making processes adversely affects their job performance.

4.4.5 Service Delivery

Consequently, we had them rate how much they agreed with various claims on the quality of the institution's service. The results are shown in Table 11. A total of eight statements were used. The research set out to evaluate the efficiency of the justice system's service delivery mechanisms.

Table 11: Descriptive Statistics for Service Delivery

	N	Min	Max	Mean	SD
In the case backlog, there has been a decrease.	83	1	5	3.84	1.264
There has been an increase in the rates of case clearance.	83	1	5	3.92	1.299
Services are delivered in a timely manner	83	1	5	3.94	1.151
There is integrity in service delivery	83	1	5	3.88	1.214
The number of complaints lodged by customers against members of the judicial system has decreased.	83	1	5	3.84	1.375
Complaints lodged against the judicial services that were provided have decreased.	83	1	5	3.89	1.307
Service delivery is the primary objective of the judicial system.	83	1	6	4.10	1.175
The judiciary employees are aware of their roles in service delivery	83	1	5	3.96	1.224
Valid N (listwise)	83				
Overall Mean and SDiation				3.92	1.251

Source: Researcher (2024)

The overall mean score for service delivery in the Judiciary was 3.92, with a SD of 1.25, which was considered to be inconsequential. It was affirmed by the respondents that there has been an

increase in the rate of case clearing (M=3.92 SD=1.299) and that there has been a decrease in the backlog of cases (M=3.84 SD=1.264). With additional investigation, it was discovered that the judicial system places a strong emphasis on service delivery (M=4.10 SD=1.175), and that its personnel are aware of the role that they play in service delivery (M=3.96 SD=1.224). According to the respondents, there is honesty in the delivery of services (M=3.88 SD = 1.214), and they also said that the number of complaints lodged by customers against individuals who are employed by the Judiciary has decreased (M=3.84 SD = 1.375). In addition to this, they confirmed that the number of complaints about the services that were provided has decreased (M=3.84 SD=1.375), and they also said that the services are provided in a timely way (M=3.94 SD=1.151).

4.5 Inferential Statistics

These were used in order to conduct an analysis of the impact that change management practices have on the provision of services within the Judiciary. Both correlation and regression studies were carried out with reference to this matter. A presentation of the results may be found in table 12.

Table 12: Correlation Analysis

		Planning strategy	Communication strategy	Leadership strategy	Stakeholders' engagement	Service delivery
Planning strategy	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	83				
Communication strategy	Pearson Correlation	-.218*	1			
	Sig. (2-tailed)	.048				
	N	83	83			
Leadership strategy	Pearson Correlation	.101	.105	1		
	Sig. (2-tailed)					
	N	83	83	83		

	Sig. (2-tailed)	.361	.345			
	N	83	83	83		
Stakeholders' engagement	Pearson Correlation	-.002	-.030	.139	1	
	Sig. (2-tailed)	.988	.787	.210		
	N	83	83	83	83	
Service delivery	Pearson Correlation	.621**	.501**	.014	.219	1
	Sig. (2-tailed)	.000	.000	.910	.075	
	N	83	83	83	83	83

*. Correlation is significant at the 0.05 level (2-tailed).

Source: Researcher (2024)

Research revealed a correlation of 0.621 between service delivery and the change management planning approach. The fact that the correlation's p-value (Sig. = 0.000) is less than 0.05 suggests that it is statistically significant. To the extent that this is the case, it's proof that the change management planning method greatly improves the justice system's service delivery. The results also corroborate those of Daniel (2019), who found that planning significantly improves a company's success.

Similarly, service delivery was shown to be positively correlated with the communication approach employed in change management (0.501). Also, the association is deemed significant since the p-value (Sig. = 0.000) is less than 0.05. Because of this, it seems that the change management communication strategy greatly improves the quality of services provided by the Judiciary. These findings are in line with those of Hasanaj and Manxhari (2017), who found that communication was crucial to a change process, greatly contributing to the successful implementation of change and simultaneously increasing labor productivity.

However, the study did find a negative correlation of 0.014 between leadership strategies pertaining to change management and execution of services. Nonetheless, with a p-value greater

than 0.05 (0.910), the association remains non-significant. This proves that there is no statistically significant relationship. According to the results, there is no substantial connection between the leadership approach in change management and the delivery of services in the Judiciary. This is in contrast to the results of Rigii et al. (2018), who found that leadership strategy had a considerable impact on the delivery of services.

Furthermore, the study found a positive correlation of 0.219 between stakeholder engagement method in change management and service delivery. A p-value of 0.075 indicated that a connection did in fact exist. A p-value greater than 0.05 implies that the connection is not statistically significant. Based on the findings, it can be concluded that the engagement strategy of stakeholders does not have a substantial link with the administration of services within the Judiciary. The results contradict the conclusions of Kimutai and Kwambai (2018), who said that the participation of stakeholders has a large and beneficial impact on the effectiveness of the organization.

4.5.2 Regression Analysis

Table 13: Regression model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.645 ^a	0.424	0.394	1.117

a. Predictors: Stakeholders engagement, Leadership strategy, Planning strategy, Communication strategy

Source: Researcher (2024)

An R-squared value of 0.424 was determined during the regression analysis. Involvement of stakeholders, leadership strategy, planning strategy, and communication strategy are the model predictors that account for 42.4% of the changes in service delivery within the Judiciary. In addition, the data suggest that a variety of elements, in addition to the involvement of stakeholders,

leadership strategy, planning strategy, and communication strategy, are responsible for around 57.6% of the changes that occur in the delivery of services in the Judiciary.

Table 14: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.249	4	1.062	17.851	.000 ^b
	Residual	172.185	78	1.248		
	Total	176.434	82			

a. Dependent Variable: Service delivery

b. Predictors: (Constant), Stakeholders engagement, Leadership strategy, Planning strategy, Communication strategy

Service delivery was the dependent variable, and the predictors were stakeholders' participation, leadership strategy, planning strategy, and communication strategy. To find out how significant the regression model was, an ANOVA was used. The relevance of the F-value was assessed in this context. An F-value of 0.963 and a p-value of 0.000 were recorded. In evaluating the extent to which the independent variables impact the dependent variable, the regression model proved significant (p-value < 0.05).

Table 15: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.023	0.462		4.145	0.000
	Planning strategy	0.123	0.072	-0.095	-1.015	0.000

Communication strategy	0.043	0.090	0.166	1.776	0.178
Leadership strategy	-0.018	0.075	-0.060	-0.653	0.515
Stakeholders' engagement	0.031	0.073	-0.010	-0.114	0.909

a. Dependent Variable: Service Delivery

Within the framework of the multiple linear regression model, the regression coefficients were used in order to estimate and develop the model:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + e$$

The variables Y represent service delivery, X1 stands for planning strategy, X2 for communication strategy, X3 for leadership strategy, and X4 for stakeholders' engagement strategy. The intercept, symbolized as β_0 , is the regression constant. The regression coefficients for planning strategy, communication strategy, leadership strategy, and stakeholders' engagement strategy are β_1 , β_2 , β_3 , and β_4 , respectively. The error term is denoted by e. As a result, the model for regression was:

$$Y = 1.023 + 0.123X_1 + 0.043X_2 - 0.018X_3 + 0.031X_4$$

0.123 was the value of the regression coefficient for the planning approach. It was determined that the coefficient had a p-value of 0.000. In light of the fact that the p-value is lower than 0.05, the findings clearly indicate that the planning method has a substantial and favorable impact on the delivery of services. Furthermore, this indicates that when the planning approach for change management in the Judiciary is enhanced, it's quite probable that service delivery will be much enhanced as a consequence. This study's results are in line with those of Kharroub and Mansour (2019), who discovered a favorable and strong relationship between planning and product quality.

The communication strategy coefficients in change management indicate that it positively affects service delivery (0.043, p= 0.178). As a result, service delivery is likely to improve when the

Judiciary's communication approach to change management is improved. The findings are in line with those of Shonubi and Akintaro (2016), who said that effective communication significantly impacted the company's success.

Leadership style was shown to be connected with a negative regression coefficient of 0.018, with a p-value of 0.515. We may infer that the leadership strategy utilized in change management within the Judiciary does not substantially effect the degree to which services are delivered since the coefficient is modest and the p-value is high (greater than 0.05). We found no evidence that leadership significantly affected service delivery, in contrast to the conclusions given by Kolil et al. (2019).

Finally, but certainly not least, the interested party ' engagement strategy revealed a regression coefficient of 0.031 with a p-value of 0.909. We do not include the coefficient since the p-value is also more than 0.05. A key finding of the research is that service delivery is unaffected by stakeholders' involvement in the Judiciary's change management process. Earlier research's found that include stakeholders greatly improved change management, leading to better service delivery. Our findings show the opposite.

4.6 Qualitative Data Analysis

4.6.1 Planning Strategy

Several respondents indicated that there should be adequate budgetary allocation for implementation of the proposed changes, with many emphasizing the need for adequate funding for implementation of the changes. Majority of them further highlighted that proper engagement of all employees including judicial officers and lower cadre staffs was necessary when making plans for change to enhance awareness about the change and ensure it is embraced by all parties. The need for practical strategic plans was also suggested with quite a number of measures

highlighted to ensure practical strategic plans including: Prior setting out of objectives and staff sensitization, having appropriate policies to support the strategies, having champions of the proposed change at each station and instituting training to embrace the change.

4.6.2 Communication Strategy

The respondents strongly emphasized the need for timely and effective communication regarding any proposed change. Many of them indicated that it was necessary to have advance communication of any change to employees. They further expressed that communication about the change should cascade to all members of staff and their feedback obtained too. The respondents added that the channels used to communicate about change should be reconsidered and open more communication channels. Moreover, many of them indicated that communication should be continuous and regular throughout the change implementation process.

4.6.3 Leadership Strategy

Many respondents indicated that leadership in the judiciary need to prioritize on promoting staff capacity building and career progression. It was also highlighted that leaders must continuously motivate staff to ease change implementation and make employees committed to the change being instituted. In addition, the respondents emphasized the importance of leaders ensuring that a broad consultation and engagement from staff members is carried out prior to any change in management. Many of the people who participated in the survey said that it was very important for leaders to organize trainings and seminars in order to include and educate the staff about the changes that were being implemented. A significant majority of them also stressed the need of leaders providing a transparent explanation of the reasons why the change that is being suggested is necessary.

4.6.4 Stakeholders' Engagement

Respondents indicated that apart from involving stakeholder in designing the strategies, a proper monitoring and evaluation framework that involves stakeholders should be implemented. They further emphasized that all target groups ought to be involved accordingly. Majority also asserted that stakeholders should not just be involved passively, but their views must to be considered when implementing changes so that they are part and parcel of the change to minimize resistance. The respondents argued that the judiciary needs to adopt practical ways to engage all necessary stakeholders from the planning stage to the end of the change implementation.



Mount Kenya University

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This part presents the findings, draws conclusions, and offers ideas for the study's goal. Not only that, but the report also suggests directions for future studies.

5.2 Summary

The study's overarching goal was to assess how the Meru High Court in Meru, Kenya, may benefit from implementing change management strategies into its service delivery processes. The study set out to answer several specific questions about the impact of various strategies on the delivery of judicial services, including how stakeholder engagement affects such services, how planning and communication strategies affect such services, and what role leadership plays in these impacts. Judges, registrars, deputy registrars, court administrators, officials in the directorate of planning and organizational performance, and customer service center staff were among the many groups surveyed for the research. Data analysis made use of both descriptive and inferential statistics.

Everyone involved is in agreement that the Judiciary has a well-defined goal in mind when it comes to the impact of planning strategy on service delivery. They emphasized the need of having a strategy in place prior to implementing any modifications. The effectiveness of planning strategies was significantly correlated with the quality of the service that was delivered. Further highlighting the beneficial impact of planning techniques on service delivery was regression analysis.

Regarding the inspiration of communication strategy, respondents affirmed the reliability and relevance of information disseminated by the Judiciary regarding implemented changes. They did,

however, voice unhappiness with the timely communication within the Judiciary and the quality of input received over the execution of changes. Similarly, we discovered a robust positive correlation between change management communication strategies and service delivery. Regression analysis also shown the efficacy of communication strategies in enhancing service quality. Regarding the impact of leadership strategy, respondents acknowledged the Judiciary's top leadership's unwavering commitment to the success of instituted changes. However, they disagreed on the leadership's effectiveness in motivating staff to embrace and execute these changes. There is relatively little link between leadership approach in change management and service delivery, according to both correlation and regression analysis.

Participants were in agreement that the Judiciary adequately engages stakeholders in the approach for initiating and implementing reforms. Everyone involved in the Judiciary's change management is on the same page, and as the stakeholders themselves have verified, the Judiciary's staff is very much involved in putting the changes into action. Both regression and correlation analyses, however, failed to find a statistically significant relationship between stakeholders' change management approaches and service supply.

5.3 Conclusion

Several conclusions emerged from the study. Firstly, regarding the impact of planning strategy, it was found that planning strategy significantly and positively influences service delivery. A favorable regression coefficient and a robust positive correlation between planning methodology and service provision are the reasons for this outcome.

The research found that communication strategy has a favorable and substantial effect on service delivery when considering the impact on communication strategy. The strong positive association shown between communication methods and service delivery leads to this conclusion.

The study finds that leadership strategy does not significantly affect service delivery when examining its effect on service delivery. The lack of a statistically meaningful relationship between leadership strategy and service delivery led to this finding. The fact that its regression coefficient is small and not statistically significant adds credence to this conclusion.

The research shows that there is no substantial impact of stakeholders' engagement strategy on service delivery when it comes to the effect of stakeholders' involvement on service delivery. This is based on the finding that there was no meaningful link found in the correlation study between the participation of stakeholders and the provision of services. The negligible regression coefficient of the stakeholders' involvement approach serves as another evidence of this.

5.4 Recommendations

The study concluded with the following recommendations:

The government, and the Treasury in particular, has to boost the funding for the Judiciary in national budgets so that change management strategy planning may be better executed. This action will guarantee that the Judiciary possesses adequate financial resources to facilitate appropriate budgetary allocations for the implementation of necessary changes. Consequently, this will lead to enhancements in service delivery within the Judiciary.

Furthermore, the Judiciary must prioritize continuous sensitization regarding instituted changes and maintain transparent communication regarding the progress of change implementation. Employees and other pertinent stakeholders should be fully engaged in this initiative from the outset. All stakeholders should be informed of the planned changes in an understandable and accessible way so that they are fully aware of them. Timely communication is also necessary to ensure effectiveness.

To be more specific, this should happen both before and during the change execution, with clear ways for both parties to communicate made sure there is two-way contact.

The Judiciary should include workers in both the planning and review steps of change management so that everyone knows how to make change work well. This approach ensures that both planners and implementers operate within the same framework, fostering greater employee receptiveness to change and consequently enhancing service delivery.

The top leaders of the Judiciary must also actively back and aid character building efforts in order to make planned changes permanent and encourage everyone to accept them and be involved in the process. Also, they should make it a priority to get employees more excited about adapting to and implementing changes. Along with this, the leadership style used to bring about change should be reevaluated, and a move toward a more open and participatory approach should be made to get the results that are wanted.

5.5 Suggestions for Further Research

Because the High Court was the only court included in this analysis, future research should expand to include lower courts as well as appellate bodies and the Supreme Court. Adding these other cases to the research will help find new information that goes along with what was found in the first study. Comparing and contrasting the findings of different studies can help us understand things better and find more ways that the Judiciary can improve the way it provides services.

In addition, there is an urgent requirement for more research to investigate various change management techniques and the influence that these strategies have on the delivery of services in a variety of settings. In the present research, the focus was only on analyzing four different strategies: planning, communication, leadership, and participation of stakeholders. As a result,

future research needs to investigate the impact that other tactics, such as finance strategy, have on the delivery of services. The scope of this study will be increased, which will result in a major contribution to the current body of information about the ways in which various change management techniques influence service delivery in a variety of applications.



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APPENDICES

Appendix I: Questionnaire

STRATEGIC CHANGE MANAGEMENT PRACTICES AND SERVICE DELIVERY IN MERU HIGH COURT.

Please use \surd or X to indicate your response in the areas provided.

SECTION A: GENERAL INFORMATION

1) Gender:

Male [] Female []

2) Age bracket (in years)

18 – 35 [] 35 – 50 [] Above 50 years []

3) The highest potential level of education...

Doctorate degree [] Master's degree [] Bachelor's degree []

Post Graduate Diploma [] Diploma [] O level/K.C.S.E []

Any other (Specify) _____

- 4) What is the duration of your service in the Kenyan Judiciary? (Years) Less than 5 []
 5 – 10 [] More than 10 []

5) What is your role or position in the Judiciary?

- i) Judicial:
- a) Judge []
 - b) Judicial Officer/Deputy Registrar []
 - c) Legal Researcher []
- ii) Help and Administration:
- a) Registrar []
 - b) Court Administrator []
 - c) Customer Service officer/ Liaison persons and support []

Please use (√) or (X) to indicate your response, to which you agree or disagree with each statement in the areas provided.

That is, 1 means strongly disagree, 2 means disagree, 3 means agree, and 4 means strongly agree.

SECTION B: PLANNING STRATEGY IN CHANGE MANAGEMENT

	Statement	Strongly disagree (1)	Disagree (2)	Agree (3)	Strongly Agree (4)
6)	Every reform that is implemented in the judiciary has a plan.				
7)	It is easy to see what the objectives and purposes of change are.				

8)	Before any changes were made, a plan was made.				
9)	Enough money has been set aside in the budget to make changes in the Judiciary.				
10)	Workers in the Judiciary make sure that their goals are in line with the institution's goals.				

11) What changes do you think should be made to the way change management plans are made in the Judiciary?

SECTION C: COMMUNICATION STRATEGY IN CHANGE MANAGEMENT

	Statement	Strongly disagree (1)	Disagree (2)	Agree (3)	Strongly Agree (4)
12)	Everyone in the judiciary is aware of the organizational changes that are taking places.				

13)	The Judiciary uses appropriate and dependable ways to talk to people about any changes that need to be made.				
14)	Adequate details was given on how the change execution was going.				
15)	The information the Judiciary gave about the changes that were made was accurate and useful.				
16)	The Judiciary tells everyone who needs to know when changes are being made or when they plan to be made.				
17)	People are made aware of planned changes to take the mystery out of them.				
18)	In the Judiciary, information is shared at the right time.				

19) What changes would you suggest be made to the Judiciary's information plan for managing change?

SECTION D: LEADERSHIP STRATEGY IN CHANGE MANAGEMENT

	Statement	Strongly disagree (1)	Disagree (2)	Agree (3)	Strongly Agree (4)
20)	The heads of the Judiciary make sure that their employees are driven to adapt to and carry out the changes that are being made.				
21)	The way leaders lead in the Judiciary helps with managing change well.				
22)	The leaders of the judiciary work to improve the skills and tools of their staff so that the changes can be made more effectively.				
23)	The top leaders of the Judiciary were always determined to make sure that any changes made to the Judiciary were successful.				

24) What changes would you suggest be made to the Judiciary's leadership plan for managing change?

SECTION E: STAKEHOLDERS ENGAGEMENT IN CHANGE MANAGEMENT

	Statement	Strongly disagree (1)	Disagree (2)	Agree (3)	Strongly Agree (4)
25)	People who work for the judiciary are working for change.				
26)	Employees of the judiciary are working to make changes happen.				
27)	When it was necessary, the public was properly involved before changes were made to the Judiciary.				
28)	There was enough participation from parties when changes were made to the Judiciary.				
29)	People who have an interest in the judiciary know what they need to do to help handle change.				
30)	The people who have a stake in the judiciary are evaluating a change that has been made.				

31) What changes would you suggest be made to the plan for involving partners in change management in the Judiciary?

SECTION F: SERVICE DELIVERY

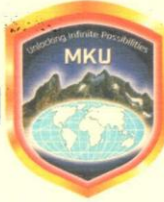
	Statement	Strongly disagree (1)	Disagree (2)	Agree (3)	Strongly Agree (4)
32)	The accumulation of cases has decreased.				
33)	The rate of case clearance has improved.				
34)	Services are provided on schedule.				
35)	The provision of services is done with honesty.				
36)	Client complaints against members of the judiciary have decreased				
37)	There are less complaints now about the court services received.				
38)	The judiciary is committed to providing services.				
39)	The workers of the Judiciary know what they need to do to carry out their duties.				

40) If you have any suggestions on how the Judiciary may better implement change management practices to enhance the delivery of services, please let us know.



Appendix III: ERC Certificate

Mount Kenya University



REF: MKU/ISERC/3129
TO: ELIJAH DID FAYO

Date: 16 September 2023

REG: MBA/2019/45757

Dear Sir/Madam,

RE: ASSESSMENT OF STRATEGIC CHANGE MANAGEMENT PRACTICES ON SERVICE DELIVERY AT MERU HIGH COURT, KENYA.

This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **2173**. The approval period is **16/09/2023 - 15/09/2024**.

This approval is subject to compliance with the following requirements;

- i. Only approved documents including informed consents, study instruments, MTA will be used
- ii. All changes including amendments, deviations and violations are submitted for review and approval by **Mount Kenya University**
- iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **Mount Kenya University** within 72 hours of notification
- iv. Any changes, anticipated or otherwise that may increase the risks or affect the safety or welfare of study participants and others or affect the integrity of the research must be reported to **Mount Kenya University** within 72 hours
- v. Clearance for export of biological specimens must be obtained from relevant institutions
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal
- vii. Submission of an executive summary report within 90 days upon completion of the study to **Mount Kenya University**

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke> and also obtain other clearances needed.

Yours sincerely,

The Chairman
Mount Kenya University
Ethics Review Committee

Dr. Alfred Owino, PhD
Chairman, Mount Kenya University ISERC

Appendix IV: Introduction Letter



DIRECTORATE OF GRADUATE STUDIES

MBA/2019/45757

18th September, 2023

*National Commission for Science Technology & Innovation (NACOSTI)
Off Waiyaki Way, Upper Kabete,
P.O Box 30623- 00100
NAIROBI, KENYA*

Dear Sir/Madam,


RE: ELIJAH DID FAYO- REGISTRATION NO. MBA/2019/45757

The purpose of this letter is to introduce the above named student who is pursuing **Master of Business Administration** in the department of **Accounting and Finance** in the school of **Business and Economics**

The title of the research is **"Assessment of Strategic Change Management Practices on Service Delivery at Meru High Court, Kenya."** It has been cleared by the University's Ethics Review Committee (Certificate attached) and now has to proceed to the field to collect data between **September, 2023 and November, 2023.**

Any assistance accorded to the student will be highly appreciated.

Thank you.


Dr. Samuel M. Karenga, **PhD**
Director, Graduate Studies
Enc.

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Appendix V: Research Permit



ASSESSMENT OF STRATEGIC CHANGE MANAGEMENT PRACTICES ON SERVICE DELIVERY AT MERU HIGH COURT, KENYA.

by ELIJAH DID

Submission date: 30-May-2024 04:32PM (UTC+0300)

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ASSESSMENT OF STRATEGIC CHANGE MANAGEMENT PRACTICES ON SERVICE DELIVERY AT MERU HIGH COURT, KENYA.

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